



# *Working in* Partnership

In order to fulfil its responsibility of providing protection, assistance and solutions for the enormous number of displaced people in the world today, UNHCR counts on the support of a wide range of partners. These include UN agencies, non-governmental organizations (NGOs) and governments. The expertise and knowledge that these partners contribute are crucial to achieving UNHCR's operational objectives. This chapter takes a look at UNHCR's collaboration with partner organizations and gives a preview of work in this area in 2014-2015. ●●●



### INTER-AGENCY TRANSFORMATIVE AGENDA

The aim of the Transformative Agenda (TA) of the Inter-Agency Standing Committee (IASC) is to strengthen coordination, leadership and accountability in humanitarian response. It has also brought about a stronger commitment to collective accountability.

The next step is the full roll-out of the TA to the field under the management of the Humanitarian Country Team (HCT).

## A STRONGER COMMITMENT TO COLLECTIVE ACCOUNTABILITY

UNHCR will implement the TA in the context of its role in the inter-agency response to IDP emergencies. It will engage with the HCT to establish priorities for the clusters it leads (global protection) and co-leads (emergency shelter with IFRC, camp coordination and camp management with IOM). At the same time, UNHCR will continue to adapt and align its own emergency response systems with those developed by the IASC.

### HUMANITARIAN COORDINATION

With the roll-out of the Transformative Agenda to the Field and the now extensively-applied cluster approach, the need has grown for an effective interface between the coordination of a refugee situation, under UNHCR's mandate and accountability, and the coordination of the broader humanitarian response led by the Humanitarian Coordinator.

The crisis in the Syrian Arab Republic (Syria), which has given rise to major refugee emergencies in surrounding countries, has highlighted the need for new approaches to leadership and coordination. The Syria operation provided a successful example of an improved coordinated approach, whereby the establishment of a Regional Humanitarian Coordinator was complemented by the appointment of a Regional Refugee Coordinator, establishing direct senior counterparts for both coordination mechanisms.

At the country level, all UNHCR Representatives are responsible for engaging with the Resident Coordinator/Humanitarian Coordinator and the UN Country Team (UNCT) during all stages of a humanitarian emergency, with regular consultations and information sharing. Organization-wide efforts will help ensure that refugee coordination mechanisms are inclusive, with a lean, transparent and results-oriented approach which supports collective action.

### COORDINATION AT UNITED NATIONS HEADQUARTERS IN NEW YORK

In 2014-2015, UNHCR's Liaison Office in New York will continue to play a critical role in advocating for solutions to refugee and other displacement crises. This includes ensuring that the humanitarian consequences of ongoing conflict are brought to the attention of the Security Council, the General Assembly, and other fora. UNHCR will engage at the system-wide level, lobbying for the security of displaced people and humanitarian access in the establishment or reconfiguration of peacekeeping and political missions, as well as the need for

alternative solutions when mandates are withdrawn.

UNHCR will seek support for durable solutions for people of concern through the Post-2015 Development Agenda, the UN's peacebuilding architecture and post-conflict initiatives, including the New Deal for Engagement with Fragile States and Ending Displacement in the Aftermath of Conflict.

### COLLABORATION IN THEMATIC AREAS

The contributions and support of a multitude of partners working with UNHCR in diverse situations are mentioned throughout this Appeal, and particularly in the regional and country chapters. The following examples illustrate cross-cutting partnerships in thematic areas.

Stanford University is assisting UNHCR in the promotion of a more holistic approach to settlement planning. While committed to investing in locally-procured options for shelter programmes, UNHCR is also pursuing innovative shelter solutions through its technical collaboration with the Refugee Housing Unit (RHU), a subsidiary of the Swedish non-profit foundation SVID (*Stiftelsen Svensk Industridesign*), and the IKEA Foundation. The Office will continue to promote the use of lightweight materials and fire-retardant treatments in collaboration with IFRC and ICRC.

## ● World Food Programme



**The long-standing collaboration between UNHCR and the World Food Programme (WFP) ensures that the basic food needs of refugees around the world are met.**

In the past, this has primarily been in the form of food aid distributed directly to refugees. In recent years, however, UNHCR and WFP have been exploring alternative ways of providing food assistance, such as through cash or vouchers. In November 2011 WFP and UNHCR agreed upon a joint plan for cash and voucher programming for 2012 and 2013, which focused on programme design and implementation and

knowledge sharing. The plan had three major objectives:

- to conduct joint evaluations of cash and voucher interventions;
- to jointly determine how to scale up existing programmes or implement new ones; and
- to mainstream protection issues in normative guidance.

Since then, WFP and UNHCR have conducted joint evaluations in Burundi and Niger, and initiated new projects in Bangladesh, Burkina Faso, Burundi, Ecuador, Ethiopia, Niger and Uganda. Feasibility

studies are being conducted in Namibia and Zambia, with more planned for 2014.

Efforts to incorporate protection considerations into cash and voucher programmes have led to the publication of a joint WFP-UNHCR document, *Examining Protection and Gender in Cash and Voucher Transfers* (2013).

UNHCR and WFP will also continue to leverage their expertise to build upon linkages between food assistance and self-reliance.



In November 2011, UNICEF Executive Director Tony Lake and High Commissioner António Guterres signed a joint letter calling for greater collaboration in refugee contexts particularly in planning, preparedness and information-sharing.

Since then, UNHCR's Assistant High Commissioner (Operations) and UNICEF's Deputy Executive Director have worked together

to strengthen this longstanding partnership and reinforce a collective organizational response to the needs of populations of concern. In late 2012, senior management focused attention on developing mutual understanding amongst staff.

This included the introduction of a standard template for country-level letters of understanding (LOU) to provide a clear

framework for country-level partnership and engagement.

This LOU template is now in use in field operations, providing the legal basis for the relationship between UNICEF and UNHCR at country and regional levels, and helping develop predictable partnerships that are complementary and mutually beneficial.

**UNHCR and UNICEF are also strengthening their cooperation in several emergency settings,** in particular in countries hosting Syrian refugees, where the two agencies co-lead the water, sanitation and hygiene (WASH) response. A joint training course for standby partners will be delivered by UNICEF and UNHCR in early 2014 to build understanding of common

modalities for WASH responses in refugee and IDP situations. UNHCR will also draw on the expertise of UNICEF in promoting and setting up infant and young child feeding programmes to prevent malnutrition, particularly in emergency settings. ■

**A**s Global Shelter Cluster co-leads, UNHCR and IFRC will strengthen partnerships with other key agencies in the sector, such as UN-Habitat, IOM, the Agency for Technical Cooperation and Development (ACTED) and Catholic Relief Services. An update of the publication *Shelter Projects*, a compilation of lessons learned from recent emergencies, will be produced in collaboration with UN-Habitat and IFRC.

The Global Camp Coordination and Camp Management (CCCM) Cluster, co-led by UNHCR and IOM, is engaged in new research and project initiatives with UNDP, UN-Habitat, the Norwegian Refugee Council (NRC), IOM and others. The Global CCCM Cluster is also setting up an academic research partnership with Oxford Brookes University's Centre for Development and Emergency Practice (CENDEP).

UNHCR is an active member of the Health, Nutrition, Food Security, and Water, Sanitation and Hygiene (WASH) Clusters, as well as a member of the IASC reference group on mental health and psychosocial support. In 2014, UNHCR's public health programmes will involve strong partnerships with WFP and FAO on food assistance and nutrition. UNHCR will also continue its collaboration with CartONG on mobile phone technology use in nutrition surveys and nutrition programme monitoring. Furthermore, UNHCR will advocate for the inclusion of refugees in national and regional nutrition plans.

UNHCR will work with the Global Fund to Fight AIDS, Tuberculosis and Malaria to prevent these diseases among

refugees and other people of concern. Strong ties with the Nothing but Nets campaign will help in the prevention and control of malaria in refugee situations. Collaboration with the Centers for Disease Control and Prevention on refugee health will, *inter alia*, enable epidemiologists and other expert staff to be deployed to emergency operations to ensure the integrity of the public health and WASH responses.

As co-conveners of the UNAIDS Division of Labour area "Addressing HIV in humanitarian emergencies," UNHCR and WFP, together with relevant partners, will continue to work together to achieve the following global objectives: zero new HIV infections; zero discrimination; and zero AIDS-related deaths.

**U**NHCR will expand cooperation with the environmental services company Veolia in areas such as solar pumping and other renewable energy options for water supply in refugee camps, building on the lessons learned from a pilot project in 2013 in Dollo Ado, Ethiopia. The Swiss Agency for Development and Cooperation (SDC), the University of Neuchâtel and UNHCR will work together to develop standard operating procedures on pump testing and hydro-geological assessments. This cooperation will also help address the gaps between water resource management systems set-up in emergencies and the requirements for medium- to long-term water resource sustainability in refugee camps.

UNHCR will seek new partnerships in 2014, particularly with academic institutions and the private sector, to obtain technical advice on energy and environmental management in humanitarian situations. Collaborations with current partners in this area, such as the Global Alliance for Clean Cookstoves, UNICEF, WFP, FAO, the International Renewable Energy Agency (IRENA), the UNEP/OCHA Joint Environment Unit and the International Lifeline Fund will continue. Attention will be paid to prospective partnerships with the University of California, Berkeley and the Earth Institute at Columbia University.

UNHCR continues to work closely with global, regional and national stakeholders on asylum and migration issues, particularly within the Global Migration Group and the Global Forum on Migration and Development (a government-led process). UNHCR works with IOM, OHCHR and others to find pragmatic approaches to situations where asylum and migration intersect. The promotion of a rights-based approach to migration is supported by these partnerships and will be intensified in the year ahead. Partnerships with UN agencies and NGOs will help address human trafficking and other abuses in the East and Horn of Africa and other regions.

UNHCR's partnerships in the field of detention focus on promoting alternatives to detention, improving detention conditions and strengthening monitoring in places of detention. They also help boost technical cooperation and capacity-building, including training, research and information-sharing on alternatives to detention. In 2014, UNHCR

# Dialogue on Faith and Protection

GENEVA, DECEMBER 2012 | Around 400 people, including religious leaders and faith experts, gathered in Geneva this week to discuss religions underpin refugee protection and humanitarian action for millions of forcibly displaced and stateless people.



High Commissioner António Guterres with participants in the Dialogue on Faith and Protection.

This article is an adapted version of a UNHCR news story

12 DECEMBER 2012

**High Commissioner for Refugees, António Guterres**, opened his informal two-day Dialogue on Protection Challenges 2012, noting that all major faiths “share the notion of the stranger who must be given protection.”

Although UNHCR was not a faith-based organization, he said, “When I came here [in 2005], I soon discovered in its work the same principles that are enshrined in my own beliefs. I also realized that the values of caring for those in need

were equally shared by all major religions. This is of fundamental importance for refugee protection.”

The High Commissioner, addressing diplomats, UNHCR staff and humanitarian aid workers as well as the religious leaders, faith experts and people working for faith-based organizations present, said this year’s Dialogue theme, “Faith and Protection,” was partly inspired by discussions at annual consultations between UNHCR and its NGO partners.

The NGOs had encouraged UNHCR to look at the role that faith plays in protection work and at ways in which a more strategic engagement of faith-based organizations and religious communities could contribute to improving protection for people of concern to UNHCR.

**A number of experts from faith-based organizations** helped prepare the groundwork for the gathering in Geneva. In collaboration with UNHCR, the background document providing

principles and guidance for discussion was put together by a group including Atallah Fitzgibbon of Islamic Relief, Helen Stawski from the Anglican Church, and Ralston Deffenbaugh of the Lutheran World Federation.

“Our main points are that the churches, by nature of being embedded in communities, are often at the front lines of dealing with disasters, but also protracted situations, and our job is to try and help those churches to

**[...] THE PRINCIPLES OF MODERN REFUGEE LAW HAVE THEIR ROOTS IN ANCIENT GREEK, JEWISH, CHRISTIAN, ISLAMIC, HINDU AND BUDDHIST**



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respond in the best way that they can,” Stawski, the Archbishop of Canterbury’s Deputy Secretary for international development, told UNHCR.

Guterres, meanwhile, noted that the principles of modern refugee law have their roots in ancient Greek, Jewish, Christian, Islamic, Hindu and Buddhist texts and traditions, adding that **all major religious value systems embrace humanity, caring and respect** as well as the tradition of granting protection to those in danger. ○

and the International Detention Coalition will continue to implement the newly-signed memorandum of understanding on joint efforts to this end. UNHCR is also working with the Association for the Prevention of Torture on a *Detention Monitoring Guide* for use when visiting or inspecting places of immigration detention.

UNHCR will continue to liaise closely with the UN human rights mechanisms, including the Human Rights Council, the UN Human Rights Treaty Monitoring Bodies and the UN Special Procedures mandate holders, who advise and report on thematic and country-specific human rights issues. UNHCR will strengthen its strategic engagement with these bodies in 2014 and use human rights recommendations and standards as advocacy tools in operations worldwide.

In line with its publication, *Combating Racism, Racial Discrimination, Xenophobia and Related Intolerance through a Strategic Approach*, UNHCR will prepare a good-practice guide to respond to racism and promote diversity and tolerance among societies. As a member of the UN Network on Racial Discrimination and Minorities, UNHCR will engage with other UN entities to combat racial discrimination.

To develop international legal standards for the protection of refugees, stateless people and others of concern, UNHCR will stay engaged with judicial and legal communities. This includes involvement with court processes around the world and cooperation with lawyers, legal aid organizations and judges’ associations, in particular the International Association of Refugee Law Judges.

## UNHCR'S ANNUAL CONSULTATIONS WITH NGOs CONTINUE TO BE AN IMPORTANT PLATFORM FOR IN-DEPTH DISCUSSIONS

### PARTNERSHIP WITH NON-GOVERNMENTAL ORGANIZATIONS

UNHCR’s Annual Consultations with NGOs continue to be an important platform for in-depth discussions on regional issues and collaboration on areas of common concern.

The High Commissioner’s Structured Dialogue with NGOs and IFRC, which was initiated in 2012, led to joint recommendations to translate the Principles of Partnership into action at the field level. Following up on this initiative, UNHCR will strengthen partnerships with key NGOs with the aim of identifying common priorities and synergies in operational activities and advocacy.

The Implementing Partnership Management Service (IPMS) coordinates activities and provides guidance and support in the management of implementing partnerships. In 2014, the service will focus on consultations with partners and other stakeholders on the development and application of policies and procedures to enhance accountability, operational flexibility and overall partnership. It will strengthen capacity, training and resource networks to support both UNHCR and partners. ■

TEXTS AND TRADITIONS [...].