

Working in partnership

One of UNHCR's priorities is to strengthen its partnerships and cooperation with all stakeholders. Whether in delivering protection and assistance to refugees and others of concern, developing long-term communications strategies, raising funds or making policy, the Office works assiduously to establish cooperative frameworks for action with a variety of partners. This includes working to protect and find solutions for internally displaced persons (IDPs), safeguarding the rights of refugees within broader migration movements, and bridging the gap between relief and development. UN reform and humanitarian reform initiatives, as well as the evolution of the partnership concept, have created both challenges and opportunities for UNHCR.

This chapter provides a summary and some examples of UNHCR's efforts to establish, reinforce and nurture global partnerships. More examples as well as details of cooperation with regional organizations and institutions can be found throughout the Global Report.

UNHCR's collaboration with the UN System and inter-agency forums

In 2007, UNHCR continued to support the UN's reform agenda and efforts to improve the effectiveness of international humanitarian action at large. Primarily through the Inter-Agency Standing Committee, UNHCR has helped develop policy and guidance on the humanitarian reform process; major elements include the cluster approach, the Central Emergency Response Fund (CERF), and the Humanitarian Coordinator system.

The cluster approach has enhanced cooperation with OCHA, UNICEF, OHCHR and non-governmental organizations (NGOs). It has also strengthened collaboration with the International Organization for Migration (IOM) and the International Federation of Red Cross and Red Crescent Societies (IFRC).

UNHCR is committed to the Global Humanitarian Platform, which brings together NGOs, the International Red Cross and Red Crescent Movement, UN and other international organizations to strengthen humanitarian partnerships at the global and field levels (see *more under the NGO section*).

The Office is also engaged in key UN coordination bodies such as the Chief Executives' Board for Coordination (CEB); the United Nations Development Group (UNDG); the Executive Committee on Humanitarian Affairs (ECHA) and the Executive Committee on Peace and Security (ECPS).

In 2007, UNHCR intensified its cooperation with UNDG on a number of policy and operational issues, particularly in relation to the "Delivering as One" initiative. This included participation in UN Country Teams in six pilot countries: Albania, Mozambique, Pakistan, Rwanda, the United Republic of Tanzania, and Uruguay. At the global level, UNHCR contributed to the development of system-wide policies and operational guidelines and instruments. In both contexts, the Office's priority was to support solutions for refugees and others of concern.

Through ECHA, the Office addressed operational challenges facing the humanitarian community in Afghanistan, Chad/Darfur, the Democratic Republic of the Congo, Iraq, Myanmar, Somalia, Sri Lanka and Timor-Leste, as well as engaging in thematic discussions.

In the ECPS, the Office participated in working groups that covered the rule of law; integrated standards on disarmament, demobilization and reintegration of former combatants and dependents; mine action; and small arms. As part of a joint UN-NGO task force UNHCR helped to develop policy, and training and awareness material on protection from sexual exploitation and abuse.

UNHCR continued to support the Peacebuilding Commission and the Peacebuilding Support Office at the New York and country levels, and to fund the secondment of a staff member to the Peacebuilding Support Office. In Burundi, UNHCR led the UN discussions on land rights issues which are critical for the return and reintegration of refugees and IDPs.

UNHCR continued to play a role in supporting the establishment of UN integrated missions, such as the United Nations Mission in the Central African Republic and Chad (MINURCAT), which was mandated to ensure the security and protection of refugees, IDPs and host communities in eastern Chad and north-eastern Central African Republic.



WFP food distribution at Camp Mugunga, North Kivu, DRC.

UNHCR took part in inter-agency efforts on a broad range of issues including mine action, housing and property restitution, information management, environmental management and education. For instance, partnerships in education remained a priority in 2007, with a focus on technical capacity and the promotion of common standards. UNHCR played an active role in the Inter-Agency Network for Education in Emergencies to ensure that refugee issues were included in events and tools. Another example is UNHCR's work with the Inter-Agency Coordination Group on Mine Action and supporting field activities in Angola, Burundi, Cambodia, Chad, the Democratic Republic of the Congo, Lebanon, Sudan and Uganda.

UNHCR worked closely with its partners to prevent and respond to HIV and AIDS among refugees and other populations of concern. Under the division of labour among UNAIDS co-sponsors, UNHCR, as the lead organization for displaced people, worked with government and humanitarian partners to expand HIV and AIDS programmes in IDP situations. In July 2007, the Office assumed the chair of the UNAIDS Committee of Cosponsoring Organizations.

UNHCR participated in the Global Migration Group, made up of UN organizations, the World Bank and IOM, which is preparing the second meeting of the Global Forum on Migration and Development in October 2008.

The Office is part of an information management working group on humanitarian affairs led by OCHA, and also co-chairs with OCHA a working group of geographic-information specialists.

Bilateral partnerships within the United Nations system

Bilateral collaboration is a key feature in the implementation of UNHCR's mandate. UNHCR works closely with WFP in more than 30 field operations as well as at the headquarters level on issues ranging from food assistance, joint assessments and nutrition surveys, to special nutrition projects and joint appeals (see *box*). UNHCR is also part of the Ending Child Hunger and Undernutrition Initiative led by UNICEF and WFP. The Office works in partnership with UNICEF on a range of issues, especially in the protection cluster.



UNHCR Damascus/B. Auger

Food distribution centre in the Syrian Arab Republic.

UNHCR maintains longstanding partnerships with development organizations such as FAO, ILO, UNDP, UNFPA, UN-Habitat and the World Bank. In light of the importance of bridging the gap between relief and development, efforts to partner with UN organizations and government agencies were strengthened in 2007. In view of increasing challenges in the environmental management of climate change, partnerships with UNEP and related inter-agency working groups were strengthened.

ILO and UNHCR work together to design livelihood projects for refugees in protracted situations, such as in Thailand and Yemen. The two organizations jointly organized training workshops in Colombia and Iraq on micro-finance and economic recovery. Collaboration on livelihood issues within the early recovery cluster has given new impetus to UNHCR's partnership with FAO, ILO, UNDP, UNFPA and UN-Habitat (see chapter on *Working with the Internally Displaced*).

UNFPA, UNHCR and WHO work together to address health issues, with a focus on the reproductive health needs of people of concern.

In 2007, 945 UN Volunteers (UNVs) were deployed. UNHCR and UNV Bonn collaborated to implement local integration and self-reliance projects in West Africa.

In recognition of the complementarities between refugee law and international human rights law, UNHCR cooperated with the OHCHR and contributed to the work of the Human Rights Council. A high-level meeting between OHCHR and UNHCR in September 2007 was held to strengthen the ties between the two organizations.

To ensure that the integrity of asylum is preserved amid growing security concerns, UNHCR collaborated with the UN's efforts to counter terrorism. In this context, UNHCR strengthened its cooperation with the relevant UN bodies and the Organization for Security and Cooperation in Europe (OSCE).

UNHCR works with organizations such as the ILO, IOM, OHCHR, UNODC, the OSCE and NGOs on anti-trafficking initiatives with the goal of ensuring that legislation and law enforcement measures are protection-sensitive, and that victims of trafficking receive international protection.

UNHCR and the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) worked together, notably in relation to the provision of protection of and assistance to Palestinians living in Iraq.

The Office cooperated with the International Maritime Organization (IMO) and the Division of Ocean Affairs and the Law of the Sea of the UN Secretariat in areas where refugees and migrants are part of maritime migration. A high-level meeting between the IMO and UNHCR in June 2007 aimed to strengthen inter-agency cooperation.

Cooperation with other international organizations

IOM is a key partner of UNHCR in operations around the globe, and co-leads the camp coordination and camp management cluster. The annual meeting between the heads of the two organizations, held in May in 2007, clarified and strengthened mutual cooperation.

In 2007, UNHCR also continued working with the International Parliamentary Union, particularly to address the issue of statelessness (see the chapter on *Statelessness*).

Working with government agencies

Partnership with government agencies is an important part of UNHCR's strategic collaboration with development organizations. Cooperation with the Japan International Cooperation Agency (JICA), for example, was instrumental in integrating issues related to refugees, IDPs and returnees into national development plans. For instance, JICA's project with the Government of Ecuador on vocational training was designed to benefit Colombian refugees as well as Ecuadorian citizens. In Colombia, JICA implemented livelihood projects with its Colombian counterparts that helped both IDPs and local populations. In Southern Sudan, JICA, UNHCR, UNICEF, WFP and the Government of Southern Sudan are working together on an education project.

Working with NGOs

A fifth of UNHCR's 2007 budget was channelled to NGOs, who make up the largest group of partners for the Office. UNHCR signed 629 agreements with international NGOs and 467 with national NGOs. These organizations implemented projects in the following

sectors: legal assistance and protection, operational support, health and nutrition, education, community services, shelter and other infrastructure, and domestic needs and household support.

UNHCR continues to seek ways to improve collaboration with partners. To respond better to refugee and IDP situations, UNHCR increased its strategic partnership with NGOs and signed MOUs with four organizations, namely the Danish Refugee Council for livelihoods and reintegration; the International Rescue Committee for protection, capacity-building, education, water, sanitation and hygiene, and health and nutrition; the International Medical Corps for health and nutrition; and the European Council on Refugees and Exiles for advocacy and training. UNHCR also signed an MOU with Norwegian Church Aid to enhance the organization's response to emergency situations in the water and sanitation sector.

Partnership was the theme of the 2007 Annual NGO Consultations. The event brought together 162 NGOs and UN and international organizations to discuss refugee protection. The topics included partnership and accountability, durable solutions, and challenges and opportunities in protection, including how to create safe learning environments. National NGOs, who brought country-specific perspectives to the debate, were able to network with larger international counterparts and meet senior UNHCR staff to discuss their concerns. The International Council of Voluntary Agencies played a major role in coordinating NGO contributions to the development of UNHCR policy and to the debates in the Executive Committee (ExCom) meetings.

UNHCR endorsed the Global Humanitarian Platform's Principles of Partnership – equality, transparency, a results-oriented approach, responsibility and complementarity – in July 2007 and has disseminated them to staff in programming instructions.

Within the context of the Iraq Conference in April, a special NGO session discussed the protection issues in the region and the difficulties of remote management. The third Global UNHCR-NGO Retreat on International Protection, slated for early 2008, will look into protection concerns and develop a plan of action.

The High Commissioner's *Dialogue on Protection Challenges* in December was attended by a wide range of experts on migration including national NGOs from around the world. The informal set-up of the conference meant that NGOs and States participated as equal partners. This was particularly welcomed by the NGOs.

Advocacy and raising awareness

In 2007, UNHCR targeted key audiences through events, campaigns, participation in selected conferences and an improved Goodwill Ambassadors strategy. Strategic partners with shared values, such as the University of Lugano and the marketing and communications groups Gallup International, WPP and Media Tenor have begun to assist UNHCR on a *pro-bono* basis.

UNHCR's participation in the Clinton Global Initiative and the World Economic Forum developed new channels for delivering the asylum message to target audiences, especially decision-makers and users of new media outlets.

UNHCR's Goodwill Ambassadors were strong advocates for refugees and IDPs. In 2007, Angelina Jolie visited UNHCR beneficiaries in the Syrian Arab Republic and Iraq.

World Refugee Day was mentioned in more than 2,000 news stories. The 2007 Nansen Refugee Award winner was Katrine Camilleri, a lawyer working for the Jesuit Refugee Service in Malta. The Nansen Award Ceremony was held at UNHCR headquarters in Geneva on the first day of the 58th session of ExCom. Some 400 guests, including donors, diplomats and international media attended the event.

Private sector partnerships

UNHCR is privileged to have support from the private sector in bringing the refugee cause to a new level of public awareness and action. Strong public-private partnerships help the Office establish, implement and expand projects in priority areas and sectors. Furthermore, important partnerships were initiated in the environment and energy sectors, and expanded in support of gender and women's livelihoods, through the Women Leading for Livelihoods Programme (WLL).



UNHCR Free handout/M. Bernard

UNHCR Goodwill Ambassador Angelina Jolie with a Palestinian refugee in Al Waleed camp, Iraq home to some 1,300 Palestinians unable to leave the country.

List of corporate and foundation donations (over 100 000 USD, cash and/or in-kind)

Donor	Amount in USD
Bill and Melinda Gates Foundation (USA)	4,000,000
Dutch Postcode Lottery (Netherlands)	3,433,670
Stichting Vluchteling (Netherlands)	1,142,266
TOTAL/CARPA (France)	843,176
United Nations Foundation (USA)	837,110
Nike Foundation (USA)	313,570
Nike Inc. (USA)	263,508
Hennes & Mauritz (Austria, in-kind)	240,306
Statoil (Azerbaijan)	200,000
Manpower (USA, in-kind and cash)	191,587
Fuji Optical Co. Ltd (Japan, in-kind)	150,193
Microsoft (USA)	100,000
Shinnyo-en Foundation (Japan)	100,000

The year 2007 saw consolidation of UNHCR's private sector partnerships. Current partnerships were strengthened and new ones developed. Partners such as the Bill and Melinda Gates Foundation, the Netherlands' Postcode Lottery and *Stichting Vluchteling* provided significant cash donations.

New partnerships

The most significant corporate partnership which UNHCR developed in 2007 was with WPP, one of the world's most important global marketing and communications groups. WPP member companies, with core competencies in public relations, branding and communications, agreed to give UNHCR *pro-bono* access to their services.

Another important partnership forged in 2007 was with the GSMA, a trade group that represents mobile network operators that use the GSM standard. The GSMA Development Fund, with support from Ericsson and MTN Uganda, launched a refugee connectivity project at the Clinton Global Initiative summit in New York in September 2007. The objective is to provide refugee settlements in northern Uganda with affordable voice and data services using GSM technology.

Council of Business Leaders

Launched in January 2005, UNHCR's Council of Business Leaders consists of high-level representatives from Manpower, Merck, Microsoft, Nike, PricewaterhouseCoopers and WPP. These companies, which form the core of UNHCR's corporate partners,

have been supporting refugee programmes in education and sport, health and access to technology. They are also helping to create job opportunities in countries of resettlement and to boost economic activity. Council members provide UNHCR with strategic advice in their specific areas of expertise.

In May 2007, Council members conducted a field mission to refugee camps in Thailand, visiting recently inaugurated computer centres funded by **ninemillion.org**, a campaign to provide access to education, technology and sport to refugee children. This mission helped Council members understand the region's complex refugee situation, and led to the development of creative solutions based on each company's core business competence. Another result was the creation of a Council of Business Leaders in Thailand, where UNHCR and the local representatives of the member companies helped to improve refugees' living conditions through local employment. Member companies also promoted UNHCR and the refugee cause throughout the year in important visibility events, such as the Clinton Global Initiative and the World Economic Forum.

Gaining visibility, setting the agenda

UNHCR has been working hard to place forced displacement high on the agenda of international decision makers. At the 2007 World Economic Forum in Davos, UNHCR and the **ninemillion.org** campaign were featured at an opening luncheon, where the High Commissioner addressed international media executives on the current challenges facing UNHCR, particularly with regard to refugee children.

Let's play!

War and the flight from it, internal displacement or life as a refugee can pose problems for children and their development. Refugee children often have to endure great suffering and may be traumatized. Sport can be a healthy outlet.

Sports programmes can help counteract psychosocial problems and environmental and health issues, as well as stress and loneliness, providing a safe forum in which a child can develop physically, emotionally and mentally, besides developing the trusting relationships that help them become valued parts of a community.

In situations where formal education is limited or unavailable, sport can act as a vehicle for learning. This is extremely important for refugee girls, who may be deprived of other avenues for holistic growth because of cultural beliefs or time-consuming chores. Children with disabilities, when

provided with the proper facilities, can excel at sports despite the odds, raising their self-esteem.

Sports can aid sustainable development by providing employment, creating livelihood opportunities, teaching core values and life skills, and stimulating environmental awareness.

UNHCR recognizes the power of sport, and works with implementing partners and corporate sponsors to ensure that sports programmes are integrated into refugee programmes.



At the annual summit of the Clinton Global Initiative in New York, UNHCR hosted a luncheon for business executives to highlight the importance of education in refugee settings. During the meeting's plenary session on education, former US President, Bill Clinton, called on the High Commissioner and UNHCR Goodwill Ambassador Angelina Jolie to talk about UNHCR's education initiatives, including the **ninemillion.org** campaign.

UNHCR has made rapid progress in its private sector partnership programme. At the Global Compact Leaders Summit in July 2007, the Dalberg Global Development Advisors study ranked UNHCR 16th in terms of the extent and value of business partnerships with NGOs and UN bodies. The worldwide study looked at 20,000 companies and 550 NGOs, UN agencies, foundations and other social actors with which companies had partnered.

UNHCR sport partnerships

An agreement signed by the High Commissioner and the President of FC Barcelona will help refugee children build necessary life skills through sport. The objective of the new partnership is to raise public awareness of the needs of refugees and other uprooted people and to promote education and sport among refugees,

particularly children. As a first step, UNHCR and FC Barcelona will design projects to enhance education and life-skills through sport to benefit refugees in Ecuador, Nepal and Rwanda.

Since 1994, the International Olympic Committee (IOC) has worked with UNHCR in refugee camps and resettlement areas around the world. Projects include those that offer structured sport and recreational activities for refugee children affected by conflict. In 2007, UNHCR and the IOC reaffirmed their long-standing cooperation and agreed to work together to engage young men and women in sports projects that address sexual and gender-based violence. Initial projects will be implemented in Kenya, Panama, Uganda and the Bolivarian Republic of Venezuela.

Former refugee Luol Deng is proud to be a **ninemillion.org** champion. The Chicago Bulls basketball star has promised to donate USD 50 to **ninemillion.org** for every basket he scores this season. His donation will help provide educational and sports facilities for refugee children from his homeland in Southern Sudan.

Ninemillion.org has implemented sports and education programmes for refugee adolescents in Liberia, Uganda and Chad. As a result, UNHCR is integrating sports into its education guidelines.

Working with the World Food Programme

On the basis of an agreement signed in 2002, UNHCR and the World Food Programme (WFP) are committed to jointly providing protection, food and non-food items, health and education assistance to refugees and internally displaced persons (IDPs). Building on their respective competencies, the two organizations collaborate on ending child hunger and improving the nutritional status of people around the world in need of protection and assistance.

Joint assessment missions to determine the food, nutritional and related needs of refugees and IDPs have been an integral part of this partnership. In 2007, UNHCR and WFP gave food aid to more than three million refugees and approximately five million IDPs.

By combining operational knowledge and sharing best practices, UNHCR and WFP develop guidelines for joint humanitarian relief projects in the following areas: responding to emergencies (a large influx of refugees or IDPs); studies to improve self-reliance; preparing for repatriation and reintegration; and monitoring of the nutritional needs of vulnerable individuals.

A Joint Plan of Action for 2007 was agreed upon and assessment missions were conducted in Algeria, Bangladesh, Burundi, Cameroon, Chad, the

United Republic of Tanzania, Syrian Arab Republic, Yemen, and Zambia. As a result, WFP and UNHCR collaborated to combat hunger and malnutrition in numerous refugee situations, including Bangladesh, Djibouti, Ethiopia, Kenya and Nepal. Joint complementary feeding programmes were implemented in refugee camps in Bangladesh, Kenya and Nepal. These provided fresh food, complementary rations and therapeutic foods, besides making refugees aware of the nutritional needs of infants and young children. Malnutrition rates decreased as a result; however, anaemia and micronutrient deficiencies continue to pose a challenge.

In 2007, WFP assisted UNHCR in many IDP operations. These included returning IDPs in Afghanistan, Burundi, the Democratic Republic of the Congo, Liberia, Sudan and Togo. WFP provided returnees with food rations for up to six months. Due to a funding shortfall and high food prices, rations have been reduced. However, those most in need of assistance have been identified and continue to receive help in Democratic Republic of the Congo, Ghana, Sudan and Zambia.

In addition to their collaboration in the food and nutrition sector, UNHCR and WFP work closely on emergency preparedness programmes aimed at preventing Avian and Human Influenza.