



Partnerships



M. DI LAURO / GETTY IMAGES

Afghan returnees from the recently closed Jalozai camp in Pakistan share a laugh with Goodwill Ambassador Angelina Jolie in Jalalabad, Afghanistan.

COLLABORATION WITH THE UNITED NATIONS' COORDINATION BODIES

BY PARTICIPATING in IASC meetings, UNHCR contributed to the development of inter-agency policy on humanitarian reform while advancing its organizational objectives with regard to internally displaced persons (IDPs). In the process, it forged closer partnerships with key members of the IASC. The Office played a particularly active part in the IASC project to redefine the Resident Coordinator/ Humanitarian Coordinator system.

UNHCR communicated its position on a variety of issues in other UN forums as well, reinforcing partnerships in areas such as human rights and migration. The Office participated in the regular sessions of the UN's Chief Executives Board for Coordination and its High-Level Committees on Management and Programmes. It was also represented at all levels of the restructured United Nations Development Group (UNDG), where it was particularly engaged in the Delivering as One initiative.

UNHCR continued to promote its policy priorities, operations and concerns at UN Headquarters in New York, reaching across the three main areas of UN collaboration: humanitarian issues, peace and security, and development. Such efforts had a positive impact on critical deliberations and decisions adopted by the Security Council and the General Assembly on various issues, including the food crisis, peacekeeping operations, staff safety and security, climate change, and the Millennium Development Goals.

UNHCR participated in the preparations for the discussions of the Secretary-General's Policy Committee, which addressed specific countries and operations or thematic issues. The Office also took part in the Independent Panel on the Safety and Security of UN Personnel and Premises around the world. Furthermore, it promoted the establishment of a Multi-donor Trust

Fund for UN Action against Sexual Violence in Conflict.

Other inter-agency discussions that UNHCR participated in covered mine action and cluster munitions; the importance of humanitarian space in the context of integration; the protection of civilians; and the rule of law. In collaboration with UNHCR, the Peacebuilding Commission held a special session on land and property rights issues in Burundi, which is seeing large-scale voluntary repatriation.

PARTNERSHIP WITH UNITED NATIONS AGENCIES AND INTERNATIONAL ORGANIZATIONS

UNHCR DEVELOPED AND maintained active bilateral relations with key partner organizations, particularly WFP, UNICEF, OHCHR, IOM, ICRC, IFRC and a number of NGO consortia. Areas of collaboration included refugee protection, the protection of civilians, humanitarian space, climate change and migration.

UNHCR received a total of USD 45.7 million from the Central Emergency Response Fund (CERF), of which USD 19.3 million was for chronically under-funded operations and USD 26.4 million targeted new emergencies (rapid response) in 2008. The steady growth in disbursements since the establishment of the upgraded CERF in 2006 is a positive outcome of the humanitarian reform process.

UNHCR also harmonized its 2008-2012 HIV and AIDS Strategic Plan and programmes with those of other UNAIDS co-sponsors. The Office was active in key regional initiatives on AIDS in Africa, ensuring the inclusion of refugees, IDPs and returnees in national programmes for HIV prevention, treatment and care. UNFPA was another agency with which UNHCR collaborated closely on reproductive health and HIV prevention and response programmes for refugees.

In 2008, UNHCR strengthened its strategic partnerships and alliances with a wide variety of actors, including governments, UN agencies, the Inter-Agency Standing Committee (IASC), international and regional organizations and the Red Cross and Red Crescent movement. The Office also bolstered its collaboration with non-governmental organizations (NGOs), academic institutions, corporations and individuals from the private sector. Last but not least, it worked to ensure that refugees, internally displaced persons (IDPs) and host communities participated in decisions that affected their lives.

Cooperation with the United Nations Volunteers (UNV) Programme led to the deployment of more than 1,000 UNVs in 75 country operations in 2008, a 12 per cent increase from the previous year. More than half the volunteers worked on protection and community mobilization projects, while a quarter filled technical positions in areas such as registration and database management.

UNHCR and UNICEF worked closely in the Protection Cluster Working Group, in organizing the

annual Child Protection Working Group (CPWG) meeting held in January 2008; in drafting and implementing the CPWG Action Plan; and as participants in various other inter-agency forums. The Office also provided inputs for UNICEF's Child Protection Strategy, adopted in June 2008.

In other areas, UNHCR collaborated with UNICEF and UNDP to address problems of statelessness in several countries, and with UNFPA on issues such as civil status and birth registration. It gave guidance to the UN Economic Commission for Europe on the use of population censuses to identify stateless people and consulted with the Human Rights Council on arbitrary deprivation of nationality. The Office worked with the Council of Europe on the draft of a recommendation on children and nationality. A Handbook on Nationality and Statelessness has been produced in 16 languages in partnership with the Inter-Parliamentary Union.

UNHCR cooperated closely with UNRWA during the Gaza humanitarian crisis of 2008, providing non-food items and logistical equipment. The Office also signed a memorandum of understanding with the Egyptian Red Crescent society to enhance its capacity to assist affected populations.

UNHCR broadened its partnerships with UN and other international agencies and bilateral aid organizations in a number of post-conflict situations and in countries and communities hosting displaced populations. These included UNHCR-ILO joint livelihood initiatives to address issues related to urban refugees (Egypt); protracted refugee situations (Bangladesh); and local integration (West Africa). The Office worked with the Japan International Cooperation Agency on urban reintegration (Liberia and Southern Sudan) and on support for refugee-hosting communities (Jordan, Kenya). The Danish Refugee Council and UNHCR collaborated on livelihood initiatives (Armenia and Azerbaijan). UNHCR also held discussions with the World Bank on post-conflict rehabilitation.

Collaboration with the FAO was strengthened at field level in response to the global food crisis, and with NGOs to reinforce interventions in areas such as micro-finance and animal protection.

The Women Leading for Livelihoods initiative explored new partnerships

with women leaders in organizations such as the International Trade Centre (ITC), the World Trade Organization, the World Bank and the International Finance Corporation. Joint activities supporting refugee women's livelihoods are currently being discussed with the ITC under the fair trade theme. UNHCR also invited influential women in the private sector to join in finding and funding lasting solutions for refugee and internally displaced women.

In 2008, UNHCR's annual high-level meeting with the ICRC focused on more coherent and consistent approaches, notably with respect to IDPs, the civilian nature of asylum and detention. UNHCR and IFRC furthered their partnership in co-leading the emergency shelter cluster (ESC) at the global level and in implementing the ESC work plan. In Myanmar, in the aftermath of cyclone Nargis, UNHCR led the ESC on the ground until handing over to the Federation.

UNHCR and IOM continued to co-lead the camp coordination and camp management cluster, including management of the virtual secretariat in Geneva. The two co-leads worked in partnership with the Norwegian Refugee Council, CARE International and the Lutheran World Federation to develop and implement training, guidelines and assessment tools. The Office concluded a sub-agreement with IOM to cover the transportation costs for the resettlement or family reunification of refugees who lacked the necessary funds. This project also focused on the most vulnerable, for instance by reuniting unaccompanied or separated children with their parents and providing medical escorts for resettlement cases with specific medical needs.

WORKING WITH NGOS

UNHCR IS CONVINCED that maintaining strong ties with NGOs, its largest group of partners, is one of the best ways to ensure that the basic needs of refugees and others of concern are met.

One quarter of UNHCR's total expenditure in 2008 was channelled through 635 NGOs (163 international and 472 national), and more than 1,200 agreements were signed in this regard. Approximately 81 per cent of implemented activities covered the sectors of legal assistance and protection, agency operational support, shelter and

● Working with the World Food Programme

The global food crisis of 2008 affected millions of people. Severe malnutrition increased in many parts of the world and the rise in food prices triggered violent protests worldwide.

In this context, the high-level meeting between UNHCR and WFP in Rome in March 2008 saw the latter agree to give priority to the most vulnerable, including people of concern to UNHCR, in food assistance programmes. UNHCR advocated for funds to be given to WFP to feed refugees and others of concern. More than 2.2 million refugees, 300,000 returnees and 5 million IDPs in some 30 countries benefitted from WFP assistance in 2008.

Joint UNHCR-WFP assessment missions and nutrition surveys were strengthened by the participation of high-level staff and the updating of mission guidelines. Joint assessment missions were carried out in 13 major operations: Burundi, Bangladesh, Chad, Ethiopia, the Gambia, the Islamic Republic of Iran, Kenya, Mozambique, Namibia, Nepal, Rwanda, Uganda and the United Republic of Tanzania. Joint Plans of Action, which guide joint operations and ensure regular and structured communication and monitoring of refugee food and nutrition programmes at the country level, were implemented in 22 countries.

WFP supported UNHCR's special projects to fight acute malnutrition in protracted refugee situations by providing micro-nutrient products in Bangladesh, Kenya and Nepal. The food agency also participated in the formulation of UNHCR's special project on anaemia control and prevention, which was initiated in 2008 and covers Algeria, Bangladesh, Djibouti, Ethiopia, Kenya, Nepal and Yemen. □

● Delivering as One and UNHCR

Although UNHCR's mandatory obligations require it to operate independently in some situations, the Office participates fully in the UN Delivering as One (DaO) initiative.

This initiative is currently being piloted in eight countries to assess how the UN family can deliver results in a more coordinated way at country level. As a part of broader UN reforms supervised by the UNDG, the DaO initiative aims to foster more effective development and accelerate progress towards the Millennium Development Goals (MDGs).

In 2008, as a permanent member of the UNDG Advisory Group, UNHCR helped to develop policy and common programming processes, and worked to strengthen the Resident Coordinator system.

In most DaO pilot countries UNHCR implemented relevant portions of the One

Programme initiative. Extra resources from common UN funding mechanisms allowed the Office to expand its projects to benefit people of concern. Furthermore, the Office's participation in common programmes fostered the inclusion of refugee and asylum matters in country-led UN development plans.

In Pakistan, for instance, the development needs of refugee-affected areas were incorporated into a DaO initiative in which several UN agencies will participate in 2009. In Rwanda and Mozambique, UNHCR expanded its operations with additional support from the 'One Fund' to address refugee needs under the umbrella of the initiative known as the One UN Development Assistance Framework/One Programme.

other infrastructure, health and nutrition, community services, education, transport and logistics.

More than 75 per cent of UNHCR's NGO partners are national organizations that bring local expertise and the ability to become quickly operational in emergency situations.

Some 340 NGO representatives

held in March 2008, was attended by 40 participants from 16 NGOs. The latter included three umbrella NGO networks: InterAction, Refugee Council USA and the International Council of Voluntary Agencies (ICVA). The forum discussed important contemporary protection issues and initiated a joint programme to resolve some of the more

Non-Governmental Liaison Service, and the Internal Displacement Monitoring Centre to support their advocacy and monitoring activities.

CORPORATE PARTNERSHIPS

THE COMPREHENSIVE REORGANIZATION of the Private Sector Fundraising Service and the creation of a dedicated corporate and foundation partnerships unit helped UNHCR to increase the resources mobilized from corporations and foundations, which rose from USD 3.1 million in 2006 to USD 17.9 million in 2008.

The Bill and Melinda Gates Foundation and the UN Foundation continued to provide significant cash donations, while corporate members of UNHCR's Council of Business Leaders developed innovative campaigns and tools to support the Office. Bringing together representatives of Manpower, Microsoft, Nike, PricewaterhouseCoopers and the marketing communications group WPP, the Council supported refugee programmes in education, sports, health and access to technology, besides creating job opportunities in countries of resettlement. Council members also provided UNHCR with strategic advice in line with their core competencies.

Right Management, a subsidiary of the Manpower group specialized in employee research, developed the

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attended the UNHCR-NGO Annual Consultations in June 2008. To mark the 60th Anniversary of the Universal Declaration of Human Rights, the consultations were centered on the theme of Universal Human Rights for All. A large number of refugees participated in the meetings, enriching them with their experience and country of origin information.

The High Commissioner participated in the Global Humanitarian Platform meeting in early July 2008, which brought together United Nations agencies and other inter-governmental bodies, the Red Cross and Red Crescent Movement and NGOs.

The third global UNHCR-NGO Retreat on International Protection,

significant longer-term protection problems identified by UNHCR and its partners.

To increase partnerships with organizations from non-traditional areas, UNHCR worked with a group of NGOs from Africa to find ways to improve their long-term viability. The Office supported the networking activities of the African Centre for Humanitarian Action through the African NGO Task Force.

The feedback by an NGO Reference Group on UNHCR's internal reform process provided valuable guidance on how to adapt to the new challenges arising in the Field.

UNHCR provided financial assistance to ICVA, the UN

second Global Staff Survey for UNHCR. Manpower also launched LEAP, a ground breaking initiative which will eventually provide skills assessment and job opportunities to resettled refugees through Manpower's 4,400 local offices.

Microsoft provided key support for UNHCR's initiatives to increase the use of information communication technology (ICT) in operations and in refugee settings. Through the Community Technology Access programme, refugees may now gain access to ICT skills, equipment and technical support in rural, camp-based settings and hosting communities. With the 'i'm' and 'Click for Cause' campaigns, Microsoft continued to raise funds for UNHCR through web-based platforms

● The Postcode Lottery and UNHCR: Sixth anniversary of a special partnership

In 2008, UNHCR received for the sixth consecutive year more than EUR 1 million in unearmarked support from the Dutch Postcode Lottery, making it the most regular and predictable private donor of unearmarked funding for UNHCR.

This contribution marks the start of a new five-year contract of unrestricted contributions to relieve the plight of refugees worldwide. The Postcode Lottery also funded several specific projects such as demining activities in South Sudan, the propagation of environmental cooking techniques among refugees in Nepal and the installation of solar-powered lights in refugee camps in Chad. In 2008, the partnership was strengthened by a new relationship with the Swedish Postcode Foundation, which funded an innovative USD 360,000 environmental programme for the displaced in Darfur. The project also

contributes to the protection of women by providing energy-saving stoves and lamps and planting trees, thereby reducing the need to collect firewood.

The refugee cause lies close to the heart of Ruud Esser, Chief Financial Officer and one of the founding partners of the Postcode Lottery. During a field visit to UNHCR's programmes in Burundi and Tanzania, Dutch and Swedish Postcode Lottery staff witnessed the complex work of UNHCR in often challenging circumstances.

Although participants were struck by the impoverished conditions in

Burundi, they were inspired by the enthusiasm of the beneficiaries. The Postcode staff visited beekeeping and fishery associations that are part of the reintegration programme for Burundian returnees. "The driving force and positive attitude of the returnee families trying to build up their lives under very harsh conditions, in a country they have left in terrible circumstances, is a real lesson in humanity," said Esser.

Earlier in 2008, the Postcode Lottery also participated in a mission for Dutch journalists and photographers designed to generate support and visibility for a UNHCR project, funded by the Lottery and three

Dutch organizations (*Stichting Vluchteling*, Cordaid and Freevoice), to facilitate safe returns to South Sudan.

The importance of this corporate partnership goes far beyond the financial dimension. The Postcode Lottery is continuously engaged in generating visibility for the work of UNHCR and the millions of refugees worldwide. As a major European charity lottery, with contributions of more than EUR 225 million and wide access to the Dutch and Swedish populations through television and mailings, the Postcode Lottery's outreach efforts are of invaluable importance to UNHCR. □

such as Microsoft Network (MSN) and Live Search.

PricewaterhouseCoopers launched the Power of Ten campaign to raise funds for refugees from Darfur in Chad. More than 6,000 PricewaterhouseCoopers staff in 102 countries made individual contributions averaging USD 200. Several PricewaterhouseCoopers member firms also made donations on behalf of their employees. A total of USD 4 million - the single largest corporate donation ever received by UNHCR - was collected and is being used for the education of more than 20,000 refugee children in eastern Chad.

Expanded partnership with Nike now covers cause-related marketing initiatives, in-kind donations and joint campaigns focusing on education and sports for refugee children. As part of the **ninemillion.org** campaign, UNHCR partnered with Nike and Mercy Corps to make in-kind clothing donations for refugee children. Nike is also a partner in the 'Més' campaign run by FC Barcelona. This will raise at least EUR 750,000 annually for three

years through the sale of special sports apparel.

The **ninemillion.org** campaign was also showcased through a Nike-sponsored event, the Human Race, a 10 km run held in 25 cities around the world, through which UNHCR worked with more than 400,000 people. The campaign helped raise USD 1 million for education programmes in Chad. For the **ninemillion.org** campaign, Nike created a special 'I love Futbol' t-shirt which raised USD 600,000.

WPP has made a pro bono donation of services to UNHCR valued at USD 10 million over three years. With this key partnership having entered its second year, four WPP companies are working with UNHCR on a comprehensive external communications strategy. These four companies are Young & Rubicam (overall strategy, creative advertising), Landor Associates (brand identity and design), Burson-Marsteller (public relations and strategic messaging) and VML (website design).

UNHCR has continued working with the International Olympic Committee to provide clothing

donations to refugees. Projects include structured sports and recreational activities for refugee children affected by conflict.

As a result of *Sports Illustrated* columnist Nick Reilly's plea to his readers to donate funds for the purchase of anti-malaria bed nets, the UN Foundation's grassroots campaign 'Nothing But Nets' was launched in 2008. In partnership with organizations such as NBA Cares, the United Methodist Church and *Sports Illustrated*, the campaign raised more than USD 20 million. Thanks to its multi-year partnership with the foundation, UNHCR has already distributed USD 2,000,000 worth of bed nets to 630,000 refugees living in 27 camps in eastern Sudan, Kenya, Tanzania and Uganda.

Many other important partnerships were developed through new public relations and public affairs platforms. These included market research reports by the Communications Management Programme of the University of Lugano and the Media Tenor organization; a donation by Sony of film equipment for



With support of the Dutch Postcode Lottery a Sudanese returnee tries to settle after years in exile abroad.

Sudan and the Democratic Republic of the Congo to help UNHCR tell the human story of the displaced there; and a gift from Nokia of 50 mobile phones to help field officers send messages, photographs or videos about refugees' daily lives and make instant reports during emergencies.

Furthermore, United Parcel Service delivered 50 tents and supplies of non-food items for World Refugee Day. The year also saw the launch of the Gimme Shelter campaign together with Freud Communications, with the collaboration of Universal Studios Working Title and also supported by TNT, Virgin Atlantic, Williams Works and others.

Key social media partners in the promotion of events and campaigns included MSN, YouTube, Nokia, MySpace, Facebook and Twitter. UNHCR also launched two major campaigns online: 'Give Refugees a Hand', which asked people to imitate the UNHCR logo with their hands to symbolize protection, and the 'Gimme Shelter' campaign.

Goodwill Ambassadors (GWAs) contributed to World Refugee Day

2008 in various ways, participating in special events or appearing in TV interviews. GWA Angelina Jolie created a public service announcement broadcast on major media outlets for World Refugee Day and later travelled to Afghanistan. Jesus Vazquez, GWA for Spain, participated in a major commemorative concert in honour of the late Luciano Pavarotti in Petra, Jordan, and also travelled to Kenya. Egyptian actor Adel Imam travelled for UNHCR to Iraq and Syria, while Countess Genoveva Casanova from Spain made field trips to Latin America.

The 2008 Nansen Award winners were Chris Clark, the coordinator of the UN Mine Action Coordination Centre-South Lebanon (UNMACC-SL) and his staff for their outstanding contribution to the safety and security of IDPs and returnees - as well as humanitarian workers - in Lebanon. UNMACC has chosen to use the award money of USD 100,000 to support agricultural communities in seven underprivileged villages in southern Lebanon. ■

● Gimme Shelter

In December 2008, UNHCR launched Gimme Shelter, a one-year flagship campaign to raise awareness and funds for field operations.

The campaign was launched internationally with a series of films directed by actor-director Ben Affleck featuring the Rolling Stones' classic song, "Gimme Shelter." Songwriters Mick Jagger, Keith Richards and the Rolling Stones donated the right to use the song to UNHCR for one year.

The films document critical UNHCR operations during the devastating humanitarian crisis in the Democratic Republic of the Congo throughout 2008. Gimme Shelter has become a key part of UNHCR's awareness-raising strategy for refugee issues. The campaign received extensive coverage by media agencies around the world, particularly in continental Europe, the United Kingdom and the United States, where it was covered by all major television networks, news publications and new media outlets.

Since the launch of the campaign, UNHCR's YouTube site has been viewed more than 800,000 times. Based on the early success of the campaign, UNHCR will expand its use for fundraising, awareness raising and as a broad-based call for action. □