

**Two girl scouts comfort a displaced woman who fled Misrata by boat to Benghazi, in Libya.**



# Working in Partnership

**P**ARTNERSHIP IS the cornerstone of UNHCR's strategy to fulfil its mandate and provide protection and assistance to refugees, asylum-seekers and internally displaced persons (IDPs). At a global level, UNHCR is contributing to humanitarian reform processes in the Inter-Agency Standing Committee (IASC), and fulfilling its responsibilities as global cluster lead or co-lead of the clusters for protection, camp coordination and camp management, and emergency shelter. UNHCR is committed to training and deploying good leaders in humanitarian emergencies, improving the collective rapid response and strengthening accountability for results.

At UN Headquarters in New York, UNHCR engages with the Secretary-General's Policy Committee, the Executive Committee on Humanitarian Affairs and the Executive Committee on Peace and Security. It also works closely with the Peacebuilding Support Office and the Peacebuilding Commission to ensure that their programmes cover refugees

and IDPs. Additionally, UNHCR liaises with the Security Council, General Assembly mechanisms and the UN Department of Peacekeeping Operations to ensure that the mandates of UN missions reflect the concerns of refugees and IDPs.

## A THEMATIC OVERVIEW

● **The protection framework**  
STRENGTHENING THE OVERALL refugee protection framework requires working closely with the Human Rights Council and the Human Rights Treaty Monitoring Bodies in the development of international human rights law. Close cooperation with OHCHR and regional partners, such as the Organization for Security and Cooperation in Europe, allows UNHCR to engage with these and other organizations on issues, such as the prevention of racism, racial discrimination, xenophobia and related intolerance.

To address statelessness more effectively, UNHCR is forging closer links with regional organizations that play an important role in standard setting, such as the Organization of

American States (OAS) and the African Union (AU). It also cooperates with academic institutions in establishing a global analytical database of nationality legislation, in developing doctrine, and in raising awareness of statelessness situations. Partnerships with NGOs are also vital as an increasing number are involved in legal aid programmes, litigation initiatives and advocacy for legal and policy reform related to statelessness.

Cooperation with UN agencies such as UNICEF and UNFPA maintains a special focus on birth and civil registration and censuses. On child protection, UNHCR is expanding its partnerships to help ensure birth registration and to prevent statelessness among children. The International Rescue Committee provides UNHCR with considerable support in implementing the Best Interest Determination (BID) procedure for children at risk. Standby arrangements with Save the Children and the IRC allow UNHCR to make emergency deployments for child protection in field operations.

To protect people of concern in mixed migratory movements, UNHCR



will continue to promote regional approaches with specific focus on the protection of refugees and asylum-seekers at sea. This entails close coordination with the International Maritime Organization. As part of the international response to human trafficking, UNHCR is working closely with IOM, the UN Office on Drugs and Crime, OHCHR and the UN Special Rapporteur on Trafficking in Persons. The Office will also maintain its participation in the Inter-Agency Coordination Group against Trafficking in Persons.

UNHCR and UNRWA continue to work together in areas where their respective mandates converge, notably

systematically involved in contingency planning and preparedness, needs assessment, response planning, information management, fundraising and communications. The training and capacity-building aimed at cluster leadership should benefit sectoral leadership capacity for refugee operations. Technical support, tools and guidance on inter-agency coordination for refugee emergencies will be further developed.

A renewed understanding with UNICEF in 2011 will result in predictable collaboration in refugee emergencies. Collaboration modalities in the Field will continue to be developed and implemented.

and postnatal morbidity and mortality. It will also continue seeking to ensure access to **HIV and AIDS** prevention, treatment and care programmes for vulnerable people of concern, in close cooperation with UNAIDS.

In the field of **food security and nutrition**, UNHCR will remain an active member of the nutrition cluster working group with WFP (see box) and with the Emergency Nutrition Network which provides technical support in the prevention of anaemia and malnutrition.

With respect to **water, sanitation and hygiene** services, UNHCR will work with partners to expand and rehabilitate water and sanitation systems, as well as increase the number of latrines available for people of concern. In cooperation with its stand-by partners, an increased emergency deployment capacity will be put in place.

In the area of **emergency shelter**, UNHCR along with the IFRC and the ICRC will seek to improve the family tent through the use of lighter synthetic materials and the application of winterization techniques. The IKEA Foundation is assisting this venture by helping to develop a self-supporting frame structure. In cooperation with UN-Habitat and IFRC, UNHCR will issue *Shelter Projects*, a compilation of case studies of emergency shelter responses. Stand-by arrangements with key partners will allow UNHCR to deploy technical staff to refugee and IDP operations.

UNHCR and its partners in the **Camp Coordination and Camp Management** (CCCM) cluster will implement common projects on standards, guidance, training materials and capacity building. The Norwegian Refugee Council will administer the CCCM training roster; the Danish Refugee Council will focus on secondments within the CCCM cluster; and the Shelter Centre will second staff to UNHCR and develop camp planning guidelines. Engagement with CARE International, the International Refugee Committee and the Lutheran World Federation in the global cluster will also continue.

More than 200 partners worldwide help UNHCR to implement **education** programmes. Global agreements with UNICEF, UNESCO, the Refugee

**UNHCR WILL STRENGTHEN ITS COORDINATION CAPACITIES AND INTER-AGENCY ENGAGEMENT IN REFUGEE EMERGENCIES, ENSURING THAT KEY PARTNERS ARE MORE SYSTEMATICALLY INVOLVED IN CONTINGENCY PLANNING AND PREPAREDNESS, NEEDS ASSESSMENT, RESPONSE PLANNING, INFORMATION MANAGEMENT, FUNDRAISING AND COMMUNICATIONS**

in assisting Palestinian refugees from Iraq in the Syrian Arab Republic. This work includes identifying protection gaps for these refugees, monitoring their ability to return to areas where UNRWA is operational, and developing joint advocacy on specific issues.

Cooperation with the International Committee of the Red Cross (ICRC) will continue in areas related to the protection of IDPs, the tracing of family members and the detention of people of concern. UNHCR will continue to host and actively participate in the Joint IDP Profiling Service, which helps operations worldwide to conduct IDP profiling in a collaborative manner.

**Emergency response Refugee emergencies**

UNHCR WILL STRENGTHEN its coordination capacities and inter-agency engagement in refugee emergencies, ensuring that key partners are more

**Mixed humanitarian emergencies**

UNHCR WILL RESPOND AS CLUSTER lead as appropriate (in protection, shelter and camp management). The Office will continue to strengthen its efforts to improve strategic planning, needs assessment, prioritization and coordination of clusters in which it leads or participates, contributing more effectively to the articulation and achievement of collective results. Accountabilities for such contributions are being strengthened in the job descriptions and appraisals of Representatives and other senior managers.

**Basic needs**

UNHCR WILL CONTINUE to advocate for governments to allow people of concern to have access to public **health** services, and include them in national disease-prevention and control programmes. It will work with all partners to strengthen health services, seeking to reduce maternal

## MORE THAN 200 PARTNERS WORLDWIDE HELP UNHCR TO IMPLEMENT EDUCATION PROGRAMMES

Education Trust and WFP will allow UNHCR to offer primary schooling, teacher training, post-primary opportunities, diploma certification and school-feeding programmes to people of concern.

As a steering-committee member of the Global Coalition for Protecting Education from Attack, which includes NGOs and UN agencies, UNHCR will seek to increase opportunities for safe education in conflict situations. The Inter-Agency Network for Education in Emergencies will be a key partner, providing tool kits and training for education programming.

A stronger focus will be placed on early childhood education through expanded partnerships within communities and through a global agreement with LEGO. The “**ninemillion.org**” campaign, supported by the corporate sector, will enable UNHCR to improve education for girls and youth. UNHCR will also develop partnerships with academic institutions and organizations providing scholarships and distance learning opportunities.

Partners possessing technical expertise in **environmental issues** will help UNHCR to develop communities’ environmental action plans and engage in reforestation, environmental rehabilitation and the search for more environmentally sound sources of domestic energy. Collaboration with private sector actors such as *Energias do Portugal* and the Gaia Association will be fostered. UNHCR will also cooperate with the Global Alliance for Clean Cookstoves and the International Network on Household Energy in Humanitarian Settings.

### ● Durable solutions

PROMOTING THE SELF-RELIANCE of refugees will continue with ILO through training refugees in

entrepreneurship, and with the World Bank’s Consultative Group to assist the Poor. The latter foresees implementing an innovative “graduation model”, designed to help refugees in targeted communities to move out of extreme poverty.

For resettlement, IOM will remain UNHCR’s primary operational partner, notably in the case of emergency resettlement. UNHCR will also continue to rely on IOM to provide logistical support for family reunification.

UNHCR will continue to participate in common programming processes such as the UN Development Assistance Framework and the Delivering as One initiative. Moreover, as a member of the Early Recovery Cluster and the UNDG/ECHA Transition Working Group, UNHCR will advocate for more development support for refugee-hosting areas and for reintegration operations.

Cooperation with UNDP will continue on the Transitional Solutions Initiative, designed to increase the sustainability of interventions for refugees, IDPs and hosting communities through recovery and development programming. This initiative calls for close collaboration between UN agencies, the World Bank, multilateral and bilateral development aid actors, NGOs, private sector, host governments and communities, displaced people and returnees.

Measures to ensure the durable reintegration of refugees and returnees in several countries will continue to benefit from UNHCR’s long-standing collaboration with the Japan International Cooperation Agency. Here, joint efforts are focusing on durable solutions to protracted refugee and IDP situations in Kenya, Bangladesh and Nepal, while exploring new ways to cooperate in responding to evolving situations in North Africa and the Middle East.

### WORKING WITH REGIONAL ORGANIZATIONS

In **Africa**, UNHCR will continue to promote the ratification by African Union (AU) member States of the AU Convention for the Protection and Assistance of IDPs in Africa, adopted in 2009, while strengthening its partnership with the African Development Bank, which has been instrumental in supporting the implementation of humanitarian projects across the continent.

In West Africa, UNHCR will continue to work closely with the Economic Community of West African States to find durable solutions for displaced people, ensure emergency preparedness, institute early warning systems, respond to mixed migratory movements and build the capacities of governments to protect displaced people and promote peace.

In the **Americas**, UNHCR will pursue its partnership with the Organization of American States, the Regional Conference on Migration (Puebla Process) and the South American Conference on Migration as well as the South American Common Market, MERCOSUR, while new areas of collaboration will be identified with the Union of South American Nations and the Central American Integration System. UNHCR and IOM will continue to address mixed migration issues, implementing the 10-Point Plan of Action. Other important partnerships include those with the International Detention Coalition and the Internal Displacement Monitoring Centre, as well as with academic institutions.

In **Asia**, the Organization of the Islamic Conference, the Collective Security Treaty Organization and the Economic Cooperation Organization will remain key interlocutors, notably in efforts to improve the protection environment for asylum-seekers and refugees, build emergency preparedness

and response capacity, manage mixed migratory flows and resolve statelessness issues.

In South-East Asia and in South Asia, UNHCR will continue to work with members of the Bali Process on People Smuggling and Human Trafficking in a common effort to make operational the Regional Cooperation Framework that has been agreed in March 2011. Cooperation with the Association of South-East Asian Nations and its Intergovernmental Commission on Human Rights will also be strengthened.

### UNHCR WILL CAPITALIZE ON ITS DYNAMIC PARTNERSHIPS WITH NGOS IN 2012 AND 2013 TO ENSURE THAT THE BASIC NEEDS OF PEOPLE OF CONCERN ARE MET

In the Pacific region, UNHCR will seek to strengthen its partnerships with national and regional bodies, including the Pacific Immigration Directors Conference, and work with members of the Pacific Humanitarian Team on emergency and disaster response, as co-leader of the regional protection cluster. It will also partner with other UN agencies and regional bodies, such as the Pacific Islands Forum and the Pacific Regional Environment Programme.

In **Europe**, UNHCR will continue its intense cooperation with the European Union (EU) in developing the Common European Asylum System, in line with the 1951 Refugee Convention, and in helping the European Asylum Support Office to improve the quality of asylum procedures. It will also collaborate with Frontex – the EU external borders agency – promoting protection-sensitive border management. It will seek further progress in priority areas that affect refugees and others of concern, such as integration, unaccompanied minors, human trafficking, return and readmission.

In partnership with the Organization for Security and Cooperation in Europe, UNHCR will again focus on bringing displacement and protection issues into the mainstream of conflict management. Cooperation with the Council of Europe will cover a wide

array of international protection issues ranging from access to territory, fair and efficient asylum procedures and the local integration of refugees to social rights, risk of *refoulement* and detention.

Cooperation will also continue with the European Court of Human Rights, the Committee on Migration, Refugees and Population of the Parliamentary Assembly and other departments of the Council of Europe. UNHCR will pursue its cooperation with the International Centre for Migration Policy Development and with several

civil-society organizations falling under the umbrella of the European Council of Refugees and Exiles.

In the **Middle East and North Africa**, UNHCR will continue to promote a ministerial conference on asylum in the Arab world, and help update the draft Arab Convention on the Status of Refugees. UNHCR and the League of Arab States will hold training sessions and workshops related to refugee and migration issues. Meanwhile renewed efforts will be deployed with the Organization of the Islamic Conference towards a ministerial conference in Central Asia on refugees and IDPs in the Muslim world.

#### WORKING IN TANDEM WITH NON-GOVERNMENTAL ORGANIZATIONS

In 2010, UNHCR signed more than 1,000 partnership agreements with some 690 NGOs from all around the world. Expenditures through NGOs in the last decade have almost tripled – from USD 187 million in 2001 to USD 545 million in 2010. UNHCR will capitalize on its dynamic partnerships with NGOs in 2012–2013 to ensure that the basic needs of people of concern are met. UNHCR's Annual Consultations with the NGO community offer an opportunity to discuss issues, express views and to share concerns.

Engagement with NGOs will be of particular importance in strengthening cluster processes, such as the CCCM cluster, at the country level. In the Global Protection Cluster, a number of key activities, including technical deployments and strategic development, will be carried out in cooperation with NGO members, such as the Danish Refugee Council, HelpAge, Handicap International, the Internal Displacement Management Centre, InterAction, International Council of Voluntary Agencies and Save the Children.

NGOs will also play a key role in education as UNHCR draws on education experts from the Norwegian Refugee Council, Save the Children and other partners. An e-learning training programme on safe learning environments will be rolled out in collaboration with the International Rescue Committee.

UNHCR will continue to provide financial assistance and technical support to its NGO partners, especially those working in the deep field, ensuring that national and local organizations receive sufficient support and attention, in line with the principles of the Global Humanitarian Platform.

#### FOSTERING LINKS WITH CORPORATIONS, FOUNDATIONS AND CELEBRITIES

CORPORATE AND FOUNDATION partners are strategic private-sector donors for UNHCR. Together with individual donors they continue to be the most regular source of private-sector funds for UNHCR.

##### ● Corporate partnerships

UNDER UNHCR'S NEW CORPORATE partnerships strategy, companies are encouraged to engage with UNHCR in various ways: cash contributions, donations in kind, employee contributions to projects and “cause-related” marketing as well as providing expertise.

The focus in 2012 will be on consolidating major new partnerships with the IKEA Foundation, United Parcel Services (UPS), LEGO, Pirelli and Hewlett Packard. The IKEA Foundation in particular is expected to remain UNHCR's foremost partner,

# Working together with the World Food Programme



**I**n 2011, UNHCR and WFP have signed a revised Memorandum of Understanding in line with the new dimensions of their partnership including: cluster-related issues, the use of micronutrient products to prevent and control anaemia among refugees, and the provision of food assistance in urban settings. The accord outlines a clear division of roles and responsibilities between the two organizations. Furthermore, it recognizes the importance of both food and non-food aspects of nutritional security.

UNHCR and WFP plan food assistance in refugee operations together. WFP usually provides basic food rations to vulnerable refugees in camps, and to IDPs and returnees in all operations of more than 5,000 people. Depending on the dietary needs of the beneficiaries, UNHCR provides complementary items such as vegetables, ground nuts, pulses and tomato paste. In some operations, WFP supplies special food products to treat and prevent malnutrition, while UNHCR supplies additional

products in cases of acute malnutrition.

Planning for joint activities between UNHCR and WFP is largely determined by joint assessment missions. In 2012, the two organizations will strengthen the tools and guidance provided for these missions, adapting them to urban settings, and training staff and partners. New operational techniques and alternatives to food aid will be a focus of the UNHCR-WFP partnership in refugee situations in 2012. The emphasis will be on food-security schemes in urban

settings and, where feasible, cash-based initiatives, including food voucher programmes.

Between 2007 and 2011, UNHCR and WFP have focused their efforts on malnutrition, anaemia, water and sanitation needs, and food insecurity in selected countries with protracted refugee situations. They have improved the health and nutrition of refugees in Algeria, Bangladesh, Chad, Djibouti, Eritrea, Ethiopia, Kenya, Nepal, Rwanda, Sudan, Uganda and Yemen. □

thanks to its significant contributions to refugee programmes in eastern Sudan, Kenya and Bangladesh.

UNHCR will continue to draw on the valuable expertise and best practice that its corporate partners bring to vital areas such as logistics, telecommunications and shelter. Long-standing partners such as the *Banco Bilbao Vizcaya Argentaria*, *Energias do Portugal*, the International Olympic Committee, Manpower, Microsoft, Morneau Shepell, Nike, PricewaterhouseCoopers and the Japanese clothing firm UNIQLO will provide much-needed support, mainly for educational and sports activities. Expanding the Community Technology Access programme will be another important objective.

The World Economic Forum, the Clinton Global Initiative and the United Nations Global Compact remain important venues for dialogue with corporate partners, allowing UNHCR to raise its profile and engage with decision makers at the highest level.

## ○ Foundations

UNHCR RECEIVES SUPPORT from more than 40 foundations and grant-giving organizations around the world. The United States and the Gulf region remain strategically important areas for the development of new partnerships. UNHCR is also furthering its relationship with Lions Club International, the world's largest service organization, based in the United States.

UNHCR continues to benefit from its ongoing partnership with the United Nations Foundation, in particular through its "Nothing But Nets" campaign, the Girl Fund and the Global Alliance for Clean Cookstoves.

UNHCR's fund raising with foundations is making good progress in Europe and the Gulf, with a broad portfolio of ongoing and new partnerships. The Novartis Foundation (Switzerland), Prosolidar (Italy) and the Gulbenkian Foundation (Portugal) will continue to support UNHCR. A new partnership with the Asfari and Said Foundations (UK) is resulting in

joint funding to support refugees in Lebanon.

## GOODWILL AMBASSADORS

UNHCR'S GOODWILL AMBASSADORS visit some of the most difficult and desolate regions in the world. They use their advocacy skills to deliver key messages, influence policies and engage in effective fund raising. These strong allies receive UNHCR's complete support in developing their capacities for these tasks. With revised guidelines on the management of its goodwill ambassadors programme nearly in place, UNHCR is planning to seek the help of more celebrities to add to its current roster of distinguished envoys who include the American actress Angelina Jolie, classical singer Barbara Hendricks, the Egyptian actor Adel Imam and the Uruguayan actor Osvaldo Laport. ■