

Working in

The complexity of the challenges facing humanity, such as the depletion of non-renewable resources, climate change, an increase in the number and intensity of natural disasters and the pervasiveness of armed conflict and forced displacement call for close cooperation at all levels if any international response is to be meaningful. This is certainly true for UNHCR as it strives to develop working relationships that help to increase the efficiency and impact of its humanitarian actions.

In 2010–2011, UNHCR will cooperate with UN agencies, NGOs, international and regional organizations, the Red Cross and Red Crescent movement (ICRC and IFRC), governments, civil society, the corporate sector and private individuals. The Office will coordinate its activities through existing multilateral mechanisms as well as bilateral arrangements, the ultimate objective being the protection and assistance of refugees, asylum-seekers, internally displaced persons (IDPs) and others of concern. It will also work closely with other interested organizations on broader issues, such as the preservation of humanitarian space and the link between climate change and migration.

The provision of comprehensive HIV and AIDS programmes for people of concern is one of UNHCR's priorities. As a result, the Office will continue to finance and support the work of UNAIDS. It will also work with the Inter-Agency Standing Committee (IASC) on the revision of guidelines on the response to HIV and AIDS in emergency settings. It will cooperate with NGOs and governments on policy and implementation, such as the United States President's Emergency Plan for Aids Relief and regional projects such as the Great Lakes Initiative on AIDS and the IGAD Regional Partnership Programme.

In the area of reproductive health, UNHCR will promote integrated interventions with all stakeholders to reduce maternal and neonatal mortality and morbidity in emergencies. Other priorities are the development of water and sanitation systems and solid waste management. Partnerships with universities and research centres, for

instance, are designed to come up with innovative water and sanitation programmes. Cooperation will also continue through the IASC cluster on water, sanitation and hygiene and through UN-Water, a mechanism to strengthen coordination and coherence among UN entities on all aspects of freshwater and sanitation.



UNHCR / W. SPINDLER

Partnership

To improve shelter assistance, UNHCR will work with ICRC and the IFRC to develop a new family tent and winterization package. It will also cooperate with NGOs and other key organizations that have technical expertise in the areas of shelter and physical planning, such as the Shelter Centre, RedR Australia, the Swiss

Agency for Development and Cooperation, Irish Aid, GOAL, the Danish Refugee Council, Canadem and the UNV Programme.

UNHCR's work in the area of education calls for close ties with UNESCO, UNICEF and WFP. As a participant in the Inter-Agency Network on Education in Emergencies,

UNHCR will advocate for refugee education and make use of technical tools to strengthen educational programming. Cooperation with the Norwegian Refugee Council will help UNHCR to deploy education specialists to the Field. More partnerships of this kind will be sought for post-primary education programmes.

UNHCR and the International Rescue Committee will continue to work together on a safe learning environments programme. An e-learning package, developed in 2009, will be disseminated to UNHCR staff and partners to help them address violations of human rights in schools. UNHCR will also contribute to the work of the IASC cluster on education.

UNHCR's relationship with UNICEF includes close cooperation within the IASC cluster on protection, including in the Child Protection Working Group. It will be further strengthened through a common work plan that covers child protection, education, emergency preparedness and response, and resource mobilization.

UNHCR will work closely with UNICEF and UNDP on statelessness issues, particularly at the field level. It will work with UNFPA to identify stateless people through national censuses. Cooperation with OHCHR and UN human-rights mechanisms on nationality issues and non-discrimination will also continue. Inter-agency coordination on statelessness will be strengthened through the UN Rule of Law Coordination and Resources Group.

UNHCR works with the Grameen Trust on livelihoods and access to financial services. The Office will also work with the Women's Refugee Commission on skills development to improve economic self-reliance among refugee women. The support of ILO will be marshalled to address issues pertaining to social financing and entrepreneurship. The Office will also join up with social enterprises, as it has



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done successfully in Bangladesh, to provide training and employment to refugee women and females in host communities.

UNHCR will work with the World Conservation Union on the restoration and rehabilitation of closed camps and the Southern Alliance for Indigenous Resources on sustainable small-scale agriculture. It will also team up with the Environmental Foundation for Africa and the Gaia Association to work in the areas of renewable energy and environmental education. At the policy level, it will coordinate with UNEP and OCHA on climate change and disaster risk reduction, and take part in the undg Task Team on Climate Change and Environmental Sustainability.

UNHCR's efforts to highlight the human rights of persons of concern within the international human-rights framework, and to integrate these standards into its work, will continue through cooperation with the human rights treaty monitoring bodies, relevant Special Procedures mandate holders, and the Human Rights Council. The Office will also work closely with OHCHR in joint advocacy, training and interventions.

Devising comprehensive strategies for mixed-migration movements will be a key priority for the Office in many regions in 2010. They will be implemented through joint projects with IOM, OHCHR, UNICEF, IFRC and UNODC. The Office also seeks to increase the effectiveness of the Global Migration Group. UNHCR will continue to cooperate closely with IOM on resettlement and family

DEVisING COMPREHENSIVE STRATEGIES FOR MIXED-MIGRATION MOVEMENTS WILL BE A KEY PRIORITY FOR THE OFFICE IN MANY REGIONS IN 2010

reunification, as well as in co-leading the IASC cluster on camp coordination and camp management.

In 2010-2011, UNHCR will redouble its efforts to mobilize support for enabling refugees and IDPs in protracted situations to find durable solutions. The

Office will seek to place durable solutions on the broader development agenda and within the global peacebuilding discourse. In this regard, it will broaden its partnerships with development agencies and participate in UN joint programming processes, such as UNDAF and the Delivering as One initiative.

The Office will work with the Japan International Cooperation Agency (JICA) to support urban reintegration in Afghanistan, Liberia and Southern Sudan. The two organizations also promote local integration and the interests of host communities in protracted refugee and IDP situations in Jordan, Kenya and the Syrian Arab Republic. In 2010, JICA and UNHCR will organize a joint workshop on development for displaced people. Similarly, the Office will take part in a study by the World Bank on how to improve the transition from relief to development.

UNHCR co-leads the IASC cluster on early recovery, within which it has contributed to developing a reintegration information management system. In 2010, the project will gradually be handed over to UNDP for joint field implementation.

Save the Children and UNHCR will continue their emergency standby agreements to strengthen UNHCR's community services and child protection capacity in emergencies. The Office will also implement a joint project with the International Rescue Committee on child protection with a particular emphasis on best interest determination. Begun in 2009, the project supports field operations through workshops, expert deployments and technical advice.

The Office will work with UNRWA in areas where the mandates of the two agencies cross, particularly in providing assistance and searching for temporary solutions for more than 1,100 Palestinian refugees stranded in camps on the border between Iraq and the Syrian Arab Republic.

UNITED NATIONS COORDINATION BODIES

UNHCR will continue to play an active role in the Inter-Agency Standing Committee process. The Office will continue to lead or co-lead the IASC clusters on protection, camp coordination and camp management, and emergency-shelter. UNHCR will

● Working with the World Food Programme

A Memorandum of Understanding, signed in July 2002, outlines the roles and responsibilities of UNHCR and WFP in providing food to refugees and recognizes the importance of both food and non-food elements in attaining food security and self-reliance.

WFP provides basic food rations for persons of concern to UNHCR in all operations assisting more than 5,000 people. In some operations, WFP provides additional food products to prevent and treat malnutrition. UNHCR provides the basic food ration in small operations and complementary food in large ones.

Since 2007, UNHCR and WFP have increased their cooperation to address malnutrition in protracted refugee situations. This has improved the health and nutrition of refugees in several countries. In 2010-2011, the cooperation will be strengthened through joint programmes to prevent and treat micro-nutrient deficiencies.

In particular, the partners will scale up feeding projects for infants and young children, update

treatment of acute malnutrition to new international standards, and ensure better access to quality diets and micro-nutrients by providing improved food rations and supplementary food when necessary.

As members of the UN High Level Task Force on the Global Food Crisis, UNHCR and WFP will continue to elaborate on the Comprehensive Framework for Action. Within this structure, they will seek to ensure that refugees and other vulnerable people are included in national safety nets created in response to the food crisis.

UNHCR and WFP undertake joint assessments in all major operations at least every second year. In 2010-2011, the assessments will put more emphasis on food security and self-reliance, besides assistance for urban refugees. In 2010, UNHCR and WFP will also seek to ensure that more IDPs receive enough food assistance. Furthermore, the two organizations have prepared a joint global contingency plan to respond to pandemics in refugee settings, which will be kept up-to-date in 2010.

participate in efforts to strengthen humanitarian financing through pooled funding mechanisms, such as the Central Emergency Response Fund. This calls for close cooperation among all agencies to minimize administrative procedures and improve the quality of response.

In line with the IASC efforts to strengthen the Humanitarian Coordinator system, UNHCR will work with its partners to streamline the Humanitarian Coordinator and Resident Coordinator pools to ensure that the two work optimally together.

UNHCR will also participate in the IASC Task Force on Climate Change, which deals with the humanitarian aspects of climate change, including disaster risk reduction and climate-induced displacement and migration. The Task Force also provides information to the secretariat of the UN Framework Convention on Climate Change.

The Chief Executives Board for Coordination, and its three pillars: the High Level Committee on Management; the High Level Committee on Programme; and the United Nations Development Group (UNDG) will see continued participation by UNHCR. This allows the Office to express its position on managerial and policy issues to executive heads of UN agencies and Bretton Woods institutions.

As part of the UN reform process and in cooperation with UNDG, the Office will contribute to the Delivering as One initiative: a unique platform for bridging the gap between relief and development. UNHCR will support the Common Country Assessment/UN Development Assistance Framework (CCA/UNDAF) process at country level and work with UNDG to ensure that the needs of persons of concern are integrated into development programmes. UNHCR seeks to ensure

that joint needs assessments and reconstruction conferences include people of concern. It will also engage in the development of multi-donor trust funds.

At UN Headquarters in New York, UNHCR will seek to ensure that displacement and statelessness issues are included within inter-governmental and inter-agency proceedings, striving to forge a link between operations in the Field and decisions at the central level. Key to this will be efforts to strengthen cooperation within the UN system, the diplomatic community, the UN press corps and NGOs.

The Office will work with the Peacebuilding Support Office and the Peacebuilding Commission to ensure that the needs of returning refugees and displaced people are covered in the programmes of these institutions. It will work closely with the UN Department of Peacekeeping Operations (DPKO) to support emerging and ongoing peacekeeping operations. The Office will seek to ensure that mission mandates and activities of the DPKO reflect the protection of civilians. It will also follow closely all developments related to the UN-AU hybrid mission in Darfur.

REGIONAL ORGANIZATIONS

In 2009, UNHCR strengthened its support for the African Union (AU) and the Economic Commission for Africa by establishing a specific representation in Addis Ababa. The Office has assisted the AU to prepare the Special Summit on Refugees, Returnees and IDPs, to be held in October 2009 in Kampala. This provides an opportunity for Heads of State and Government in Africa to focus on protecting displaced people and finding solutions to their plight. A key element is the consideration for adoption of the AU Convention on the Protection and Assistance of IDPs in Africa. In 2010 and 2011, the Office will follow up on the outcomes of the summit and work closely with the AU in ensuring protection while the latter addresses mixed migration, peace and security challenges.

UNHCR's partnership with the Economic Community of West African States (ECOWAS) will emphasize the local integration of refugees, mixed migration, emergency preparedness and peacebuilding. In particular, UNHCR will explore the social and economic integration of refugees and the

repatriation of Liberian refugees, in cooperation with ECOWAS and the African Development Bank.

In East Africa, UNHCR will work with the Intergovernmental Authority on Development (IGAD) on its early warning system and on problems arising from mixed migration. It will also work closely with the East African Community to finalize a Memorandum of Understanding between the organizations.

In the Americas, the relationship with the Organization of American States (OAS) will be strengthened. As of 2010, annual workshops on international refugee law will be organized, building on the resolutions on refugees, stateless persons and IDPs which the OAS General Assembly has adopted over the years. Links will also be established to strengthen the legal and institutional framework for combating human trafficking and implementing training programmes for national asylum authorities.

In 2010-2011, the Office will be active on mixed migration issues in the Americas, building on the outcomes of the Conference on Refugee Protection and International Migration that will be organized at the end of 2009. It is hoped that the Conference will lead to a strategy for implementing UNHCR's 10-Point Plan of Action, including closer cooperation with the Regional Conference on Migration (Puebla Process) and MERCOSUR. The Office will also support a regional assessment of refugee status determination (RSD) procedures and durable solutions in the Americas. Its cooperation with MERCOSUR will be strengthened to promote regional policies for the protection of refugees and durable solutions.

In Asia and the Pacific, UNHCR will focus regional cooperation on activities related to access to asylum and refugee protection, particularly in the context of broader migration movements, and the reduction and prevention of statelessness. The Office will work closely with the following bodies: the Intergovernmental Asia Pacific Consultations on Refugees, Displaced Persons, and Migrants; the Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime; the Association of South East Asian Nations; and the South Asian Association for Regional Cooperation's Disaster Management Centre in New Delhi. It will also cooperate with

civil-society groups, such as the Asia-Pacific Refugee Rights Network, the Calcutta Research Group, the International Association of Refugee Law Judges and the Asian-African Legal Consultative Organization.

In Central Asia, UNHCR will strengthen its participation in regional border-management efforts, such as the EU programme for Central Asia and the projects of the Organization for Security and Co-operation in Europe (OSCE).

In Europe, UNHCR will work closely with the institutions of the European Union on international protection. It will cooperate with the European Agency for the management of operational cooperation at the EU's external borders (FRONTEX) and the EU's Fundamental Rights Agency. Other close partners include the OSCE, the Council of Europe, and many civil-society organizations, such as the European Council on Refugees and Exiles. The Office will also work with the Intergovernmental Consultations on Migration, Asylum and Refugees, and the International Centre for Migration Policy Development.

In the Middle East and North Africa, the Office will enhance partnerships with the League of Arab States and the Organization of the Islamic Conference. In 2010, following an international meeting to review the 1994 Arab Convention on refugees, UNHCR will follow up on the amended draft which, at the time of writing, is under review by the Secretariat of the Arab Parliament prior to its submission to members of the League of Arab States. It will also conduct training on refugee law for government officials, including through a conference on asylum in the Arab world.

NON-GOVERNMENTAL ORGANIZATIONS

Non-governmental organizations make up the single largest bloc among UNHCR's partners. The Office implements about 25 per cent of its activities through NGOs. In 2008, UNHCR's disbursements to NGOs increased to almost USD 400 million from USD 300 million in the previous year. In 2009, UNHCR signed over 1,100 implementation agreements with 625 NGOs. In 2010-2011, it will seek to promote more effective and predictable cooperation with more than 470 national NGOs.

NGOs play an important role in the planning of UNHCR's operations. The Office works with its partners to assess the needs of refugees and others of concern. In 2010-2011, this role will be further enhanced as a result of UNHCR's comprehensive approach in assessing the needs of people of concern.

UNHCR's annual consultations with NGOs in Geneva bring together actors from all over the globe. These consultations provide an opportunity for UNHCR and its partners to discuss common challenges. In 2009, participants represented 179 international and national NGOs. The annual High Commissioner's Dialogue is another forum for exchanges between UNHCR and its NGO partners.

CORPORATE PARTNERSHIPS AND FOUNDATIONS

UNHCR will strengthen cooperation with corporations at both the national and international levels to diversify its fund-raising and partnership activities. The Office works with corporate partners to benefit from their core business competencies, employee-engagement programmes, in-kind donations and fund-raising. In 2008, it received more than USD 8 million in cash and kind from corporations.

In 2010, main activities with corporation and foundations will include:

- Implementing an education project in eastern Chad, which is funded by PricewaterhouseCoopers.
- Further developing the Community Technology Access initiative, which seeks to improve education and livelihood opportunities for refugees and host communities by providing access and skills in information and communication technologies. The initiative is being developed in partnership with PricewaterhouseCoopers and Microsoft.

NON-GOVERNMENTAL ORGANIZATIONS MAKE UP THE SINGLE LARGEST BLOC AMONG UNHCR'S PARTNERS. THE OFFICE IMPLEMENTS ABOUT 25 PER CENT OF ITS ACTIVITIES THROUGH NGOs

- Continue strengthening the MÉS campaign, together with Nike and FC Barcelona, to raise funds for UNHCR.
- Cooperating with Nike on the "9 million for ninemillion.org" project, which provides sports equipment to refugees and others of concern.
- Working with Manpower to increase employment opportunities for refugees who have been selected for resettlement in the United States. Activities include skills training before departure and job placement upon arrival.
- Strengthening UNHCR's brand and improve the use of media in its promotion with the help of WPP and its subsidiaries: Young&Rubicam, Landor and Burson Marsteller.
- Working with the International Olympic Committee on sports activities and the prevention of sexual and gender-based violence in ten countries. The cooperation includes enhancing the capacity of sports associations and raising awareness on the importance of sports and play for displaced people.
- Intensifying efforts to introduce green technology and renewable energy in camp settings.
- Strengthening partnerships with the members of the Council of Business Leaders; Manpower, Microsoft, Nestlé, Nike, PricewaterhouseCoopers and WPP, to ensure reliable contributions on a yearly basis.
- Raising funds through partnerships at the national level, such as with the Dutch Post Code Lottery.
- Strengthening cooperation with key foundations, including the United Nations Foundation, the Bill and Melinda Gates Foundation, the Novartis Foundation, the Nike Foundation and the FC Barcelona Foundation.

GOODWILL AMBASSADORS

UNHCR's goodwill ambassadors reach new audiences and bring refugee issues to the attention of people who would otherwise not know about the plight of displaced people. They give a voice to the most vulnerable people on earth and make the general public aware of the conditions that refugees and IDPs face.

The Goodwill Ambassadors include royalty, musicians, actors, authors, sport stars, academics, style icons, refugees, photographers, aid workers and students. They help to promote UNHCR's work in various ways, including through field missions, youth engagement and public announcements, as well as by taking part in events and giving free concerts.

All of the Goodwill Ambassadors are determined to help the world's displaced people and dedicate significant amounts of time in this regard. Angelina Jolie, for example, the American actress who has worked with UNHCR since 2001, has undertaken almost 30 field missions around the world, often to remote and inhospitable areas. ■