

Working in partnership with others

While UNHCR's work is guided by various General Assembly Resolutions, no single document captures the extent to which UNHCR cooperates with other actors to fulfil its functions. With a mandate to protect, assist and pursue durable solutions on behalf of an estimated thirty million people who have been uprooted from their homes, UNHCR works with a wide variety of donors and partners. These range from governments to non-governmental organizations (NGOs); UN sister agencies; international and intergovernmental organizations; international financial institutions; the Red Cross / Red Crescent Movement; the private sector; civil society; and refugees and their host communities. UNHCR will continue to reinforce its partnerships with its traditional partners while forging new ones.

This chapter highlights key examples of UNHCR's continuing commitment to building and reinforcing

global partnerships. Examples of partnership and more details on UNHCR's work with its partners can be found throughout the Global Appeal.

Collaboration with the United Nations coordination bodies

The Office will continue to collaborate with other partners in the UN reform process. It will engage in the "Delivering as One" initiative, aiming to support a more coherent UN approach while retaining the flexibility required to pursue UNHCR's specific mandated responsibilities (see text box). The Office will work with the UN Peace Building Commission to promote sustainable return in post-conflict contexts, and will

Delivering as One and UNHCR

Following the High-Level Panel Report on UN Reform, UNHCR actively participates in the initiative 'UN Delivering as One'. This concept aims to achieve a more coherent and effective UN programme at country level in support of the development, humanitarian assistance and environment objectives. These objectives, based on the Millennium Development Goals, will be pursued by UN country teams through One programme, One budgetary framework and One fund, coordinated by One leader and where appropriate, using One office or common services. While UNHCR is mainstreaming its expanded role under the humanitarian reform process, it has also worked to define its participation in the UNDG-led "Delivery as One" pilots.

The process began in 2007 in eight countries (Albania, Cape Verde, Mozambique, Pakistan, Rwanda, the United Republic of Tanzania, Uruguay and Viet Nam) under the leadership of the respective national governments. UNHCR participates in six of the eight country pilots, applying innovative approaches to inter-agency planning and programming, coherent budgeting and accommodating new funding mechanisms, and testing the capacity and roles of the UN Country team and the Resident Coordinator.

While advocating for flexibility and highlighting its independent and mandatory obligations, UNHCR has nonetheless identified operational

areas which would benefit from coherent country development strategies. These areas include prospects for refugee local integration, asylum capacity building, post-conflict situations and returnee reintegration programmes.

In 2008 and 2009, a HQ support team will offer guidance to UNHCR offices in the pilot countries and to their host Governments. The team will recommend operating procedures for the budgetary and financial management of joint funding and resource allocation mechanisms. The team will also develop best practice guidelines on the development of appropriate communications strategies and tools.

At different levels, UNHCR will continue to participate in the UN Development Group and Chief Executive Board designated to monitor the pilot countries. The UN Executive Group has agreed to partially fund an evaluation process which will involve participating UN agencies. The evaluations are expected to identify best practices and make recommendations as to replicable models.

UNHCR will continue active discussions to achieve an equilibrium between "Delivering as One", the humanitarian coordination mechanisms, and the Inter-Agency Cluster Approach to Internal Displacement.

continue to engage in efforts to strengthen the humanitarian response system, contributing to the ongoing inter-agency dialogue on the cluster approach as well as on access to the Central Emergency Response Fund.

UNHCR's office in New York will work with the United Nations Development Group (UNDG) to ensure that the needs of people of concern to UNHCR are factored into development programmes. The Office will continue the dialogue – through UNDG; regarding the development of multi-donor trust funds with the World Bank. The Office will work closely with the UN Department of Peacekeeping Operations and provide support to UN peacekeeping operations, including in 2008 the newly-established African Union-United Nations Hybrid Operation in Darfur.

In 2008-2009, the New York office will represent UNHCR in inter-agency fora on issues as diverse as gender, HIV and AIDS, statelessness, mine action, staff security, and the responsibility to protect. It will represent UNHCR in key coordination bodies, such as the Executive Committees on Peace and Security and Humanitarian Affairs. The Office, together with the Secretariat and other departments in Geneva, will ensure the timely fulfilment of UNHCR's reporting requirements to the General Assembly, ECOSOC and other United Nations entities.

Partnership with United Nations agencies and international organizations

Partnership within the UN family and with international organizations will remain a key feature of UNHCR's strategy in 2008 and 2009.

The Central Emergency Response Fund (CERF) was upgraded and launched in March 2006, providing funding opportunities for new emergencies and chronically under-funded humanitarian situations, with an emphasis on timely response and reducing loss of lives. The CERF is an integral component of the humanitarian reform process, enhancing cooperation and prioritization among field-based agencies, under the leadership of the Humanitarian/Resident Coordinators.

UNHCR works with governments on the development of HIV National Strategic Plans, funding proposals and initiatives to ensure access to the latter by refugees, internally displaced persons and returnees. Within the UNAIDS division of labour, UNHCR plays the lead technical role in strengthening technical capacities and HIV programmes for displaced people.

UNHCR will continue to develop its partnership with the United Nations Volunteers (UNV) Programme, to support operations through the deployment of volunteer personnel with a wide range of expertise. UNVs will be particularly involved in refugee community mobilization.

The first annual high-level meeting between the High Commissioner for Refugees and the United Nations High Commissioner for Human Rights (UNHCHR), held in September 2007, identified a number of working areas for partnership. Global advocacy and proposed areas for collaboration include detention, gender, migration and statelessness. UNHCR will continue to follow the work of the Human Rights Council and contribute to the Universal Periodic Review Mechanism, maintaining its close cooperation with the Special Procedures and treaty monitoring bodies.

In the area of human trafficking, UNHCR will cooperate with UNODC, UNHCHR, UNICEF, IOM, regional organizations such as the OSCE, and relevant NGOs on promoting the incorporation of safeguards into anti-trafficking strategies to ensure that victims of trafficking with international protection needs are identified and referred to the appropriate mechanisms, including asylum procedures.

Building on the 2006 Executive Committee conclusion on statelessness, UNHCR will strengthen its cooperation with other UN agencies to identify stateless people and elaborate strategies to prevent and reduce statelessness. Advocacy efforts will also be undertaken with the Inter-Parliamentary Union, the International Commission on Civil Status, the Hague Conferences on International Private Law, the Asian-African Legal Cooperation Organization and other regional organizations.

Cooperation with UNRWA in addressing the needs of Palestinians of concern to the Office will continue.

Numerous partnership initiatives have been launched and will continue in 2008 and 2009 to seek durable solutions with a view to long-term development. The "Women Leading for Livelihoods" (WLL) initiative pursues economic empowerment of refugee and IDP women and girls with the support of prominent and professional women from around the world. Ongoing relationships with ILO, FAO, the World Bank and the Japan International Cooperation Agency (JICA) will address the issue of sustainable livelihoods through vocational training, micro-finance and rural development schemes.

UNHCR will continue its cooperation with the international bodies of the Red Cross / Red Crescent movement. Collaboration with ICRC includes situations of internal displacement. UNHCR co-leads the inter-agency emergency shelter cluster for IDPs with IFRC.

Working with the World Food Programme

UNHCR and the World Food Programme (WFP) work together to support refugees, based on a division of labour and responsibilities, as set out in the revised 2002 Memorandum of Understanding (MOU). When the refugee population in a developing country exceeds 5,000 people, WFP assumes responsibility for the provision of basic food rations; cereals, vegetable oil, pulses, sugar, salt, high-energy biscuits and nutritionally fortified blended foods. Either UNHCR or the host government provides food assistance to smaller refugee groups in the form of complementary foods, including fresh food and therapeutic milk when necessary. In exceptional cases, WFP may assist UNHCR with the supply of food for smaller groups of refugees and others of concern. UNHCR and WFP are revising the MOU to further clarify roles in the context of internal displacement situations.

In working together, WFP and UNHCR are committed to providing a full package of services to refugees, which includes protection, food, non-food items, health and education. Joint advocacy efforts, as in Kenya in 2007, will extend to other countries in 2008, with a special focus on countries where the High Commissioner's Special Project on Health and Nutrition is currently being implemented. The two agencies continue to work together to bring attention to the need for resources for underfunded operations; these include important repatriation programmes, as part of the ongoing search for durable solutions for various longstanding refugee populations.

WFP and UNHCR collaborate to end child hunger, and improve the nutritional status of refugees. Both agencies agree on the importance of improving micronutrient delivery in a coordinated manner. In this context, the nutritional situation in camps in northern Kenya was reviewed jointly in 2007. UNHCR provided complementary food while WFP improved the general food ration for this refugee caseload. It was agreed to pilot the distribution of "sprinkles", a multi-micronutrient supplement added to food, in Kakuma in 2008. Plans are being elaborated for a similar intervention in Nepal, targeting children under five in camps. The experiences in these two countries are expected to complement current strategies to address micronutrient deficiencies amongst refugees and IDPs more effectively. WFP in collaboration with UNHCR and other agencies will also develop specific guidelines for implementation of emergency school feeding programmes in refugee and IDP situations.



Lebanon. Returnees are assisted with food and water near the the Syrian-Lebanese border.

WFP/Pippa Bradford

WFP's Immediate Response Account (IRA) is increasingly being used to bridge food pipeline breaks that would otherwise affect rations to refugees and IDPs. A loan is taken from the IRA in anticipation of unconfirmed contributions, and repaid when the contributions are available. In consultation with concerned donors, the IRA will also be available in 2008.

As part of joint work on protection challenges, WFP will collaborate with UNHCR in the context of the new IASC Task Force SAFE (Safe Access to Firewood and Alternative Energy in Humanitarian Settings), set up in March 2007 to reduce protection risks associated with firewood collection among IDPs, refugees and other crisis-affected people. WFP, together with UNHCR, is a member of StopRapeNow, a recently developed cross-UN initiative to counter violence against women in conflict situations with the objective of preventing all forms of gender-based violence and supporting survivors.

In 2008, WFP and UNHCR will continue working together in: Algeria, Chad, Ethiopia, Kenya, Nepal, Sudan, the United Republic of Tanzania, Uganda and Zambia. A WFP operation for food assistance for vulnerable Iraqi refugees in the Syrian Arab Republic supports UNHCR programmes for this group, while the situation of IDPs in Iraq is being watched closely. Large numbers of IDPs will to need assistance in the Democratic Republic of the Congo and Somalia and WFP operations for IDPs in Sri Lanka continue. While repatriation to Liberia was completed in mid-2007, it continues in Burundi, Rwanda and Tanzania, as well as from neighbouring countries to Sudan. Joint assistance to IDPs returning to their home areas will continue in Southern Sudan and Uganda.

In 2007, WFP provided assistance for 1.7 million refugees, 5 million IDPs and 1.3 returnees (both refugees and IDPs).



UNHCR/A. Webster

Somalia. In partnership with a local NGO, UNHCR provides physiotherapy to the disabled, as well as counselling services in an IDP settlement in Hargeisa.

Working with NGOs

UNHCR has formal partnership agreements with over 600 non-governmental organizations from all parts of the world. The work of these NGOs covers the entire spectrum of UNHCR activities from protection and emergency response to the search for durable solutions. NGO partners provide a key element in the transition from relief operations to development.

More than 70 per cent of these NGO partners are local organizations; bringing to UNHCR's work a depth of local knowledge as well as an unmatched presence on the ground and the ability to become operational quickly in emergency situations. Other partners are international NGOs, who bring to the partnership considerable experience, as well as critical human and material resources.

In addition to the NGOs with whom UNHCR has formal partnership agreements, the Office also works with many other NGOs on an operational basis. These operational partners support UNHCR's work in such areas as emergency relief, resettlement, research, and advocacy.

UNHCR will develop and strengthen its partnership with NGOs, focusing on two elements of that relationship in 2008. One area of focus will be the strengthening of national NGOs and increased engagement with them at the level of field operations. UNHCR will work with its NGO partners to improve the management of partner agreements in the Field, including issues of partner overhead and salary contributions.

The other area of emphasis will be on strategic partnerships. UNHCR has already signed five new NGO-UNHCR strategic partnership agreements, and in

2008 will work to derive practical benefits from these agreements and explore the possibility of putting additional agreements in place. As part of this strategic engagement the Office is looking forward to NGO participation in the High Commissioner's "Dialogue on Protection Challenges" and in the review of reintegration policy. UNHCR will continue to engage at a strategic level with its NGO, UN and Red Cross/ Red Crescent Movement partners in the Global Humanitarian Platform.

UNHCR will continue to forge new partnerships with NGOs to meet the needs of refugees and to work towards durable solutions. UNHCR has turned to NGOs more recently to address growing needs in legal assistance and protection. At the same time, UNHCR is developing partnerships with NGOs that increasingly bring their own resources and expertise to bear. This marks a shift from a resource-based to a need-based approach. Such a strategy is especially useful in addressing existing gaps. In developing such partnerships, UNHCR seeks to add value in order to have the greatest impact in helping refugees.

Annual UNHCR-NGO consultations held in Geneva bring together NGOs from all over the world and present a unique opportunity for in-depth discussion of priority topics among those on the front lines of operations. They provide time to reflect on how to improve the delivery of protection and other assistance to those in need. The Office will continue to organize this annual event, and also explore ways in which it may be replicated at the regional level. NGO participation will also be encouraged in the Standing Committee and ExCom meetings as before.

Corporate partnerships

In 2007, UNHCR made inroads in its partnership strategy with corporations and foundations. The Dalberg Global Development Advisors study of 20,000 organizations worldwide ranked UNHCR 16th in quality as a partner with the private sector. The study reviewed factors including products and premises, advocacy and awareness programmes, time, financial accountability and projects activities such as creating employment.

UNHCR's corporate partnership programme is driven by its Council of Business Leaders, composed of a group of global leaders including Microsoft, Nike, Manpower, Merck and PricewaterhouseCoopers. Innovative public-private partnerships have created unprecedented opportunities for UNHCR to assist host communities integrate refugees, improve self-reliance and increase job opportunities. The Office will strengthen corporate sector partnerships and promote public-private partnerships at events such as the Clinton Global Initiative and the World Economic Forum.

The organization continues to seek new partners for its *ninemillion.org* campaign, a call for resources to support Education (Plus) for refugee children by 2010. This campaign augments UNHCR's existing education programmes. UNHCR, through *ninemillion.org*, provides corporations, foundations, private individuals and the public at large with an opportunity to join efforts to provide education for nine million refugee children affected by violence and conflict.

Following a review in March 2007 of its private sector fund-raising strategy, the Office has sought to strengthen its relationship with foundations. A first tangible success was a USD 10 million grant from the Bill and Melinda Gates Foundation in 2007. Corporate and foundation fund-raising will be further enhanced through support to regional offices, especially targeting those situated in Southern Europe, the United States and Asia.