

Working in partnership with others

UNHCR collaborates with a wide range of partners to fulfil its mandate for refugees and others of concern to the Office. Partners include UN coordination bodies, bilateral partnerships with United Nations and other international organizations, NGOs, universities and research institutes, eminent persons, regional organizations, parliamentarians, government departments, the private sector, refugees and their host communities. In line with Global Strategic Objective 1.4, UNHCR will continue to reinforce its partnerships with its traditional partners and forge new ones.

The concept of inter-agency cooperation and partnership has evolved over time, from one of cooperation with governments and NGOs as implementing partners, to a more comprehensive mode of collaboration, which recognizes the vital contributions that other organizations, host and donor governments, and civil society make in the areas of international protection, assistance and durable solutions.

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, in particular, in the country chapters in Part II - UNHCR's Operations.

UNHCR's collaboration with United Nations system

UNHCR's interaction with the UN system is developed in conjunction with relevant units at Headquarters, and defines the strategic agenda of the Office in New York. Within the framework of the UN reform initiative, UNHCR will be actively involved in the follow-up on recommendations of the Secretary-General's High-level Panel on System-wide Coherence that are relevant to the work of the Office. As the successful return and integration of displaced people depend upon sustainable peace and development, collaborating with the newly formed Peacebuilding Commission and the Peacebuilding Support Office will be of particular importance to UNHCR. The Office will also contribute to improving the planning processes of integrated peacekeeping missions to ensure that humanitarian issues, and in particular the needs of the displaced, are taken into account.

UNHCR will continue to play an active role in the inter-agency efforts to improve the global humanitarian response capacity, notably through the Inter-Agency Standing Committee (IASC) with respect to the protection and assistance of internally displaced persons (IDPs) and the implementation of the "cluster leadership approach". UNHCR's participation is focused on conflict-generated internal displacement situations where it leads the Protection, Camp Coordination and Management, and Emergency Shelter clusters in countries including, amongst others, the Democratic Republic of the Congo, Liberia, Uganda and Somalia.



Republic of the Congo. Working in partnership to help refugees return home. UNHCR / J. Ose

UNHCR will also participate in other key coordination bodies, such as the Chief Executives Board for Coordination and its subsidiary bodies, the High-Level Committee on Programmes and the High-Level Committee on Management, as well as the UN Development Group (UNDG), the Executive Committee on Humanitarian Affairs (ECHA) and the Executive Committee on Peace and Security.

In seeking durable solutions, the Office will work with the UNDG to ensure that the needs of refugees, returnees and IDPs are factored into development programmes and planning. Guidance will be provided as required with regard to the World Bank-UN joint needs assessments in Somalia and Darfur operations, and the preparation of various reconstruction conferences targeting refugees, IDPs and returnees. Engagement in the development of the multi-donor trust funds will continue with the World Bank, through the UNDG.

UNHCR will increase its cooperation with the UN Department of Economic and Social Affairs, IOM and other members of the Global Migration Group in following up on the High-Level Dialogue on International Migration and Development. The Office will work closely with interested Member States and contribute to the global debate on migration, especially focusing on the interface between asylum and migration.

Linking its work to the peace and security pillar of the United Nations, the Office will collaborate with the Department of Peacekeeping Operations (DPKO) to establish a UN peacekeeping mission for Darfur. Cooperation with DPKO will be strengthened through policy development in the areas of disarmament, demobilization and reintegration programmes, and the partnership with the UN Mine Action Service. The Office will participate in the integrated mission planning process by providing inputs and support to emerging and ongoing UN peacekeeping and integrated operations.

Within the Executive Committee on Peace and Security, the Office will participate in a new initiative on the "responsibility to protect". The initiative will include exploring the manner in which the issue can be advanced through the development of measures to help States fulfil their responsibility to protect their populations.

Bilateral collaboration with the United Nations and other international organizations

Bilateral collaboration with the UN and other international organizations will remain a key feature while implementing UNHCR's mandate in 2007.

Ensuring close cooperation with OCHA and accessing funds from the Central Emergency Relief Fund (CERF) will remain a strong focus of the Office.

In cooperation with UNAIDS co-sponsors, UNHCR will continue to combat HIV/AIDS by ensuring the inclusion of refugees and others of concern within host countries' HIV/AIDS policies and programmes. UNHCR and its partners will focus on prevention activities as well as equal access to care and treatment in 2007.

UNHCR will continue to develop its partnership with the UN 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.

Making use of the potential offered by the Office of the High Commissioner for Human Rights's (OHCHR) plan of action, its increased field presence and the multi-faceted linkages between refugee, IDP protection and human rights, UNHCR will cooperate with OHCHR, in particular, in return and IDP operations. The work of the Human Rights Council and its special procedures will also be supported.

In the area of human trafficking, UNHCR will participate in the Inter-Agency Cooperation Group against Trafficking in Persons to facilitate a holistic approach to combating trafficking, which includes the protection and support for victims.

Building on a recently adopted Executive Committee conclusion on statelessness, UNHCR will strengthen its cooperation with OHCHR, UNICEF, UNFPA and UNDP to identify stateless persons 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 be reinforced.

To strengthen livelihood generation in UNHCR programmes, the Office will continue to provide technical support for selected operations and seed money for project implementation, as well as capacity-building activities, will continue in partnership with UNDP, FAO and ILO.

UNHCR will continue its cooperation with ICRC and IFRC. Collaboration with ICRC now extends to IDPs. With IFRC, UNHCR will cooperate on, amongst others, leading the inter-agency Emergency Shelter Cluster for IDPs.

Working with the World Food Programme

UNHCR and the World Food Programme (WFP) work together to support refugees, based on a clear division of labour and responsibilities, as set out in the revised Memorandum of Understanding of 2002. 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 assists UNHCR with the supply of food for smaller groups of refugees and others of concern.



Food distribution in Kalma camp, South Darfur, Sudan.
WFP / L. Lamprière

Joint advocacy efforts between WFP and UNHCR will continue in 2007. In February and March 2006 the heads of WFP, UNHCR and UNICEF undertook a six-day trip to the Democratic Republic of the Congo, Burundi and Rwanda. This was the first time that three Heads of agencies had travelled together for a common purpose – to help highlight the dire needs of the people in the Great Lakes Region, and to encourage donor pledges to these countries. WFP and UNHCR regularly collaborate in issuing press releases and statements, particularly for under-funded operations where breaks in the food pipeline may be anticipated.

In working together, WFP and UNHCR are committed to providing a full package of services jointly to refugees, which includes protection, food, non-food items, health and education. However, without sufficient funding, efforts to provide the full package will be jeopardized. Both agencies wish to stress the importance of urgent support from donors to ensure that a full package can be delivered to all refugees need.

In 2007, WFP expects to provide food assistance to a total of 78 million people, of whom 1.57 million are refugees, 1.44 million are returnees and 4.9 million are IDPs.

Large refugee operations in several countries where WFP and UNHCR work together will continue in 2007. These include Algeria, Chad, Ethiopia, Kenya, Nepal, Sudan, the United Republic of Tanzania, Uganda and Zambia. Contingency plans are in place for several potential regional crises in Africa, should the security situation deteriorate in Côte d'Ivoire, the Democratic Republic of the Congo or Somalia. Repatriation operations for refugees continue in Burundi, Rwanda and Tanzania, as well as from neighbouring countries to Sudan.

As the role of UNHCR *vis-à-vis* conflict-generated internal displacement expands, the collaboration between UNHCR and WFP has also evolved. The two agencies are working together to assist internally displaced people in countries where UNHCR is now the cluster lead for protection, emergency shelter, and camp management and coordination. Joint activities related to IDPs will build on the experience already in place in the 30 countries where UNHCR and WFP work together on refugee and returnee operations.

In addition, a High-Level Working Group has been set up to look at how to strengthen some established procedures that are already in place for refugee operations and apply them to situations of internal displacement, where appropriate. Country-level joint plans of action will be expanded to include IDPs.

The return of IDPs to their areas of origin will be a significant part of WFP and UNHCR's work in South Sudan, while the need for emergency assistance for IDPs in Darfur will continue. The return and reintegration of IDPs in Uganda will also be a major focus in 2007. WFP will continue to support large numbers of IDPs in Colombia and in the Democratic Republic of the Congo in 2007, in collaboration with UNHCR.

The repatriation of Liberian refugees from Sierra Leone and Guinea will be drawing to a close by mid-2007, and where IDPs have returned to areas of origin, WFP operations in 2007 will continue to contribute to recovery. In the countries of asylum, only targeted food distributions for vulnerable refugees will continue in camps in 2007.

Emergency assistance to IDPs displaced by fighting in northern Sri Lanka will continue under the current WFP protracted operation.

Joint planning activities and proactive guidance for WFP and UNHCR field staff are also being applied for IDP emergencies such as in Chad, the Central African Republic and Côte d'Ivoire.

WFP and UNHCR continue to collaborate with a view to ending child hunger, and improving the nutritional status of refugees.

Working with NGOs

Non-governmental organizations are the single largest group of UNHCR's partners, through which about one quarter of the organization's budget is channelled for implementation of activities and the procurement of non-food items. In 2006, UNHCR has signed over 970 agreements with 608 national and international NGO partners and will continue to work with them in 2007.

Strengthened collaboration with NGOs remains one of the best means of ensuring that the basic needs of refugees are met. The Office's commitment to making partnerships effective is seen through the active participation of NGO partners in the formulation of country operations plans; improved management of agreements and the ongoing review of overhead and salary contributions by UNHCR to partners. The NGO database and available statistics also provide an additional management tool in this undertaking. This is in line with the current structural and management reform process and the High Commissioner's Global Strategic Objectives.

In 2007, the management tools used for collaborating with NGOs implementing programmes for UNHCR will be examined and lessons will be drawn to build their capacities. These tools will be piloted in Jordan, Liberia, Malaysia and South Africa and are to be replicated globally in the future.

Following the Executive Committee (ExCom) decision in 2004, UNHCR continues to encourage NGO participation in the Office's governance meetings, the Standing Committee and ExCom meetings. In 2007, NGOs will again be involved in the consultative process for the preparation of ExCom conclusions and decisions. The effectiveness of this process will be reviewed and options for extending their involvement will be investigated. The Annual Consultations with NGOs will continue to provide a forum for discussion on issues of mutual concern.

Corporate partnerships

UNHCR welcomes sustainable private sector contributions and believes that corporate partners can support the creation of peaceful and stable societies. UNHCR's Council of Business Leaders consists of high level representatives of Manpower, Microsoft, Merck, Nike, and PricewaterhouseCoopers, which have been contributing to improve the livelihoods of the most disadvantaged. In 2007, UNHCR will seek the support of corporate partners in the areas of health and nutrition, logistics, fleet management and transport, education, telecommunications, shelter, water and sanitation, energy, human resources and management.

To mark the occasion of World Refugee Day in June 2006, a global fund and awareness-raising campaign on refugee children was launched by UNHCR, Nike, Microsoft and Right to Play. Nike donated 40,000 footballs to refugee camps in 2006. Under the banner of "Ninemillion.org", the aim in 2007 is to create a global community dedicated to giving the world's displaced children greater access to education and sports programmes. More information can be found on the website www.ninemillion.org.



Microsoft, in cooperation with its online media network MSN, will launch a new website, <http://nine-million.spaces.live.com>, with the aim of raising awareness and funds as well as developing advocacy through a *ninemillion.org* online community. Web programmes will be set up to generate contact between refugee children living in camps with youth in schools in Canada, the United Kingdom and the United States, and their dialogue will be broadcast online. Nike will continue the *ninemillion.org* worldwide T-shirt sales; fund raising events will be organized; and new promotion materials for the campaign will be provided in 2007. Manpower will provide certified online education programmes for refugees and encourage its staff to raise funds for the campaign. During the 2006 World Economic Forum in Davos, UNHCR and the Council of Business Leaders agreed to join forces to raise awareness of the *ninemillion.org* campaign.



UN High Commissioner for Refugees, António Guterres, celebrates World Refugee Day at a football game hosted by a community of returned refugees in Sinje, Liberia. The Nike and Microsoft sponsored campaign *ninemillion.org* was launched the same day. *UNHCR / E. Kanalstein*