



Partner agency ACTED organizes soap distribution for refugees from Sudan in Gendrassa camp, South Sudan

Working in Partnership



Faced with many complex challenges in 2013, UNHCR redoubled its efforts to strengthen its partnerships with other UN organizations and the wider development and humanitarian communities. The Office worked to embed protection priorities in inter-agency processes and policies at both central and field levels.

The fundamental goal of the organization's vast network of partnerships and inter-agency coordination activities is to ensure that its work on the ground and its contributions to policy and advocacy are of maximum benefit to populations of concern. ●●●

UNHCR's institutional investment since the adoption of the Inter-Agency Standing Committee's (IASC) Transformative Agenda (TA) has been apparent in many of its emergency responses. Partnership and effective coordination are key strategic directions and priorities in UNHCR's recently articulated Refugee Coordination Model, inspired by the Transformative Agenda principles.

The Office strengthened key international NGO partnerships and supported capacity building for national NGO partners in emergency and protection responses; forged closer collaboration with UNICEF globally (see box); and explored new avenues for collaboration with its long-standing partner, WFP, to implement cash-based assistance projects in several countries (see box) and improve shelter solutions.

UNHCR continued to cooperate with several other UN organizations, NGOs, governments and other key partners and launched global strategies to improve livelihoods, public health, shelter and safe access to fuel and energy for people of concern over the next five years.

The TA will be rolled out to the field under the management of the Humanitarian Country Team (HCT). UNHCR will implement the TA in the context of its role in the inter-agency response to IDP emergencies. It will engage with the HCT to establish priorities for the clusters it leads (global protection) and co-leads (emergency shelter with IFRC, camp coordination and camp management with IOM). At the same time, UNHCR will continue to adapt and align its own emergency response systems with those developed by the IASC.

COORDINATION AT UNITED NATIONS HEADQUARTERS IN NEW YORK

The Office continued to advocate for refugees, internally displaced people (IDPs) and stateless people at the UN Security Council, the General Assembly and the Economic and Social Council. The Office assumed a prominent role in formulating UN responses to regional displacement crises, notably in the Central African Republic (CAR), South Sudan and the Syrian Arab Republic (Syria).

UNHCR contributed its field perspective to help frame UN decisions and guidelines in areas such as the Human Rights Due Diligence Policy, and supported the UN Secretary-General's "Rights Up Front" initiative. The Executive Office of the Secretary-General, the Department of Peacekeeping Operations and the Department of Political Affairs received UNHCR's guidance on issues of forced displacement.

The organization participated in the UN Task Force on the Post-2015 Development Agenda and other strategic alliances were broadened to foster a more inclusive approach for people of concern in debates on sustainable development and related topics.

Outreach activities were organized with New York-based international NGOs, universities, think tanks, media organizations and cultural and philanthropic bodies.

THE INTER-AGENCY TRANSFORMATIVE AGENDA AND HUMANITARIAN COORDINATION

The Office made concerted efforts in 2013 to implement the TA, placing protection at the centre of humanitarian policy and action.

In addition, UNHCR also clarified its position on coordination in refugee situations through its articulation of the Refugee Coordination



● World Food Programme

WFP remains one of UNHCR's critical partners. In 2013, joint assessment missions took place in 10 countries and joint training sessions in two. UNHCR and WFP also rolled out the 2012 - 2013 Joint Action Plan on the use of cash and voucher-based interventions, which includes several key lessons learnt, notably on protection and gender in cash and voucher transfers. The organizations successfully implemented cash-based programmes in Burkina Faso, Ecuador, Ethiopia and Niger. UNHCR and WFP also completed joint evaluations in Burundi

and Niger on cash and voucher assistance in camp-based settings.

As a response to the findings of the 2012 self-reliance impact evaluations, WFP and UNHCR pursued their efforts to enhance linkages between humanitarian aid and longer-term development processes in protracted refugee situations, moving from food aid to self-reliance.

WFP and UNHCR remain committed to addressing chronic and acute malnutrition and

high levels of anaemia in refugee populations. The joint blanket supplementary-feeding programmes for young children in Burkina Faso, Ethiopia, Kenya and Niger have been a successful result of this collaboration.

UNHCR and WFP continue to use vouchers and e-cards as an effective means of achieving food security among refugees in Egypt, Iraq, Jordan and Lebanon. With available technological solutions, the organizations are developing standards for data protection and information management. □

Model, committing to a more predictable and inclusive approach and a clearer interface with other coordination mechanisms, including the cluster approach. The aim is to avoid duplication of meetings and coordination processes, while maintaining UNHCR's accountability for the refugee population within a broader humanitarian response. UNHCR consulted UN, NGO and donor partners on this approach, which will be rolled out in 2014.

UNHCR provided senior leadership for both refugee and complex emergencies including Humanitarian Coordinators for Syria and Jordan. In 2013, the organization contributed to the level 3 (L-3) responses in the Philippines and the CAR, deploying senior staff to lead the protection clusters and providing relief items to the affected populations (see chapter *Responding to Emergencies*). It also participated in the system-wide L-3 emergency simulation in July and in several IASC thematic task teams. UNHCR incorporated the TA within its training programmes for emergency preparedness and response and maintains a roster of senior managers

available for deployment. UNHCR remains a member of the Emergency Directors Group, and has released a senior staff member to lead the high-level Transformative Agenda implementation team.

COLLABORATION IN THEMATIC AREAS

Partnerships are integral to all areas of UNHCR's work to provide protection and assistance to displaced populations worldwide. The following are examples of collaboration in different thematic areas.

Shelter

UNHCR's 2014-2018 Global Settlement and Shelter Strategy, drafted in consultation with partners, was published in 2013. The strategy introduces the "master plan" concept, which seeks to link refugee camps and settlements to surrounding communities in a more holistic and sustainable way by taking into account socio-economic dynamics and environmental considerations as well as local resources, services and infrastructure.

In collaboration with the IFRC and ICRC, UNHCR sought to improve the current model for family tents and devise fire-retardant specifications for tarpaulins. Three different new models of self-standing tents have been field-tested. Large-scale testing of the final model of a self-standing tent will be carried out in two different locations in 2014. Moreover, UNHCR and the Refugee Housing Unit (RHU) funded by the IKEA Foundation, began field tests of the RHU prototype, a more durable shelter, in Ethiopia and Iraq, which are expected to be completed in early 2014.

UNHCR worked with the University of Copenhagen and the IFRC on the Shelter and Settlement in Disasters masters-level course that will continue in 2014, and is expected to be offered in other universities.

Another edition of *Shelter Projects* was produced in partnership with UN-Habitat and the IFRC. The website sheltercasestudies.org showcases projects implemented by 18 different organizations.

Health and nutrition, WASH and HIV and AIDS

UNHCR worked closely with UNFPA, UNICEF and WHO to respond to health and nutritional needs in 2013. Collaboration with WHO on mental health and psychosocial-support led to the development of a training module, *Assessment Management of Conditions Specifically Related to Stress*, as well as a toolkit for assessing the mental-health and psycho-social needs and resources required in humanitarian situations.

The Office also strengthened its collaboration with health-related NGOs and governmental, academic and foundation partners. Several assessments and evaluations were carried out with the United States' Centers for Disease Control and Prevention to provide the basis for guidance on reproductive health, tuberculosis, immunization and health information programmes. UNHCR continued its partnership with the United Nations Foundation's

Nothing But Nets campaign and worked with *Roll Back Malaria* to provide guidance on malaria prevention and control in humanitarian settings.

As a UNAIDS Cosponsor, UNHCR focused on access and adherence to antiretroviral therapy for people living with HIV, with an emphasis on continuity of treatment in emergencies. An inter-agency mapping exercise coordinated by UNHCR in the CAR in 2013 enabled approximately 3,000 IDPs to resume their treatment regimes. UNHCR plans to lead similar assessments in 2014 as the co-convenor, with WFP, of the Task Team on Addressing HIV in Humanitarian Emergencies under the UNAIDS Division of Labour.

The IFRC has become an increasingly important partner for health, and is now adapting UNHCR's health information system, *Twine*, for use in its operations.

In 2013, UNHCR, UNFPA, Save the Children (SCF) and the Women's Refugee Commission (WRC) launched the *Adolescent Sexual and Reproductive Health Programs in Humanitarian Settings* report. UNHCR worked in partnership with the WRC and SCF to pilot implementing the recommendations from the report at the Murara Health Center in Goma, Democratic Republic of the Congo.

UNHCR worked with research institutes (including Buffalo University, Southern Methodist University, Neuchâtel University and Berkeley University) and strengthened partnerships with NGOs (including RedR UK, Norwegian Church Aid, and Oxfam) to address critical gaps in the provision of water and sanitation services.

Environment

Partnerships were fundamental in developing the 2014-2018 Global Strategy for Safe Access to Fuel and Energy. Working with the ProAct Network, UNHCR developed the strategy based on field assessments and consultations with partners, including the Global Alliance for Clean Cookstoves, FAO,



● UNICEF

UNHCR worked closely with UNICEF throughout the year in community-based health care, immunization programmes and the prevention of and response to outbreaks of communicable diseases, such as the recent polio outbreaks in Somalia and Syria, and cholera in multiple locations. Two joint high-level missions in 2013 to Mauritania and Lebanon/Jordan helped reinforce country-level collaboration. Other examples of this expanding partnership include:

- Innovative solutions for WASH emergency and long-term operations were jointly assessed, piloted and co-funded to improve the health and nutritional status of populations of concern.

- UNHCR, UNICEF and the Danish Refugee Council collaborated to train standby partners on child protection in emergencies. UNICEF's partnership was invaluable in the child protection response to the Mali situation and the development of guidance notes on family separation and information management.
- The organizations monitored the returns process and conducted an information campaign to prevent child recruitment in Jordan, and co-chaired child protection working groups in Jordan and Lebanon to ensure better coordination of child protection responses. Child-protection missions were undertaken to Lebanon,

Jordan and Rwanda. The organizations also developed a joint initiative to improve case management procedures in the East and Horn of Africa.

- Practical guidance was jointly developed on implementing the best interest of the child principle in the European context.
- UNICEF and UNHCR also cooperated on education for Syrian refugees, including developing emergency education response strategies, guidelines and the "No Lost Generation" initiative for Syrian children.

the International Lifeline Fund, UNICEF, WFP, and the WRC.

Partnership with the IKEA Foundation enabled a focus on renewable energy. UNHCR worked with the International Renewable Energy Agency to find renewable energy solutions in Dollo Ado, Ethiopia. It also collaborated on a carbon-financing project with *atmosfair*, a German climate protection organization, to provide fuel-efficient cooking stoves in Rwanda (see chapter *Providing for Essential Needs*). Partnership with the UNEP/OCHA Joint Environment Unit also continued on mainstreaming the environment into humanitarian action.

Asylum and migration

Cooperation with IOM, the International Maritime Organization and other international organizations and regional bodies helped improve protection for people of concern travelling in irregular mixed movements. UNHCR was involved in the work of the Inter-Agency Cooperation Group against Trafficking in Persons and significantly strengthened its engagement with the Global Forum on Migration and Development and the Global Migration Group.

The International Detention Coalition and UNHCR signed a

Memorandum of Understanding to build expertise on alternatives to detention through joint workshops and research (see box). UNHCR is working with the Association for the Prevention of Torture on a detention monitoring manual that will be released in 2014. UNHCR continued to collaborate with the International Association of Refugee Law Judges, on a European Union-funded research project on credibility assessments. In addition, UNHCR worked closely with OHCHR's human rights mechanisms, and with the ICRC on areas of mutual concern, such as family tracing, detention and the civilian character of asylum.

Climate change and human mobility

UNHCR, in partnership with the Norwegian Refugee Council/Internal Displacement Monitoring Centre (NRC/IDMC), closely supported the work of the Nansen Initiative on Disaster-Induced Cross-Border Displacement, launched by the Governments of Norway and Switzerland. The Nansen Initiative explores the protection needs of people displaced across international borders as a result of disasters, including those caused by climate change. Using an examination of the situation on the ground in the five most-affected regions in the world to

build consensus on the development of a protection agenda, the initiative held two consultations, in the Pacific islands and in the Central American region, in 2013.

UNHCR initiated the Advisory Group on Climate Change and Human Mobility, composed of ILO, IOM, NRC/IDMC, OHCHR, Refugees International, *Sciences Po (CERI)*, UNDP, UNHCR and United Nations University. The Advisory Group aims to communicate issues surrounding human mobility in response to climate change in order to inform policy-making. In this context, the group made a submission to the UNFCCC for its Conference of Parties in November 2013.

Education and child protection

UNHCR's 2012-2016 Education Strategy emphasizes integrating refugees into national education systems, with partners supporting children in host and refugee communities. Significant progress was made in this area, particularly in Chad, Rwanda, Uganda and Yemen. Collaboration with new partners, both from the private sector and academia, has helped to increase both formal and non-formal opportunities in information and communication technologies (ICT) for education, including innovations such as the IdeasBox, Worldreader Kits, mobile

Partnership to address asylum detention issues

This article is an adapted version of a UNHCR news story

28 JUNE 2013

GENEVA, June 2013 | UNHCR signed an agreement with the International Detention Coalition (IDC) to strengthen joint efforts in addressing detention issues faced by asylum-seekers and stateless people. The partnership seeks to prevent or reduce the use of detention by governments of people seeking international protection.

ICT labs and certified distance education.

Partners have been instrumental in advancing the implementation of UNHCR's global Framework for the Protection of Children. Thanks to deployments from Save the Children Sweden, Save the Children Norway, RedR Australia, the Danish Refugee Council, the Norwegian Refugee Council, IRC and Irish Aid, 15 UNHCR operations benefitted from the targeted child protection support of 19 specialists in 2013. The deployees helped roll out and implement long-term child protection strategies and supported child-protection emergency response in Jordan and South Sudan.

IMPLEMENTING WITH PARTNERS

In 2013, UNHCR, in consultation with stakeholders, notably NGO partners, continued to develop the Framework for Implementing with Partners on governing policies and procedures, with an emphasis on mutual support, maintaining standards in protection and assistance, and financial accountability.

A pilot initiative, launched in 2012, to strengthen the emergency preparedness and response capacity of local partners and build sustainable partnerships with 11 national NGOs, was implemented by UNHCR together with the International Medical Corps, through emergency management training and coaching.

In 2013, UNHCR collaborated with 733 NGOs worldwide, of which 567 were national and local NGOs and 166 were international. In 2013, UNHCR funding channelled through NGOs and other partners reached a record high, exceeding USD 1.15 billion, a 23 per cent increase compared to 2012.

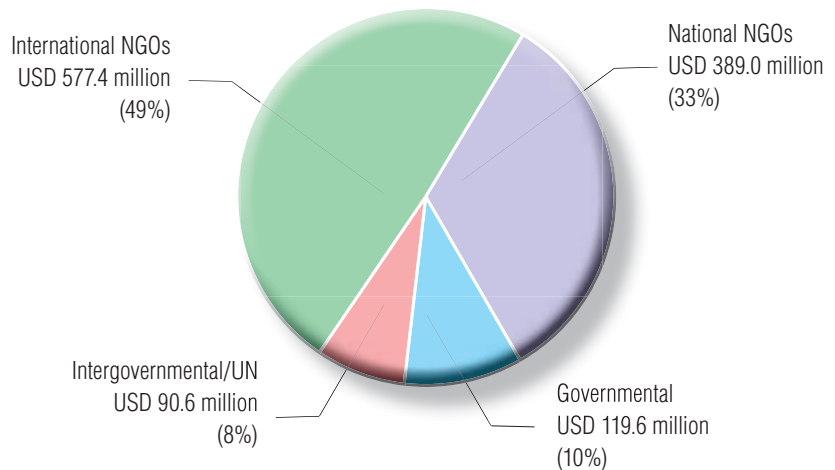
The 2013 annual consultations with NGOs brought together more than 400 participants (representing 220 NGOs) and UN and international organizations from 78 different countries. The

Seeking asylum is a basic human and legal right. The 1951 UN Refugee Convention provides that asylum-seekers should not be penalized for their illegal entry or stay, including by way of detention.

Under the new agreement, UNHCR and the IDC work together and with governments to improve detention standards, provide technical cooperation and capacity building to authorities on alternatives to detention, carry out research and monitoring of detention facilities and share information on asylum-related detention and alternatives.

The IDC is a consortium of more than 300 non-governmental organizations working in more than 60 countries to defend the rights of individuals detained in mixed migratory flows, including asylum-seekers, refugees and the stateless. IDC and UNHCR have been working together in areas of capacity building, technical advice and research in different countries where detention is heavily used for newly arrived asylum-seekers. NGOs, under the IDC umbrella, are working with detained people and on migration-related detention issues, sharing resources and information to promote greater respect and protection for the human rights of refugees, asylum-seekers and migrants. ○

UNHCR expenditure through cooperation with partners in 2013



consultations provide a forum for debate on global and regional themes and an opportunity to explore fresh collaboration on advocacy and operational issues. UNHCR also worked with partners to implement the recommendations that emerged from the High Commissioner's "Structured Dialogue with NGOs", which included the themes of advocacy,

capacity-building and partnership in urban settings.

The country chapters of this report highlight cooperation with a range of implementing partners with examples of activities in the field. The chapter on *Hosting the World's Refugees* credits the invaluable contributions of refugee-hosting countries and societies towards protecting and assisting populations of concern. ■

Iranian charity provides medical care to refugee children

This article is an adapted version of a UNHCR news story

14 August 2013

TEHRAN, August 2013 | *Ali was a two-year-old Afghan refugee when a seemingly benign lump on his nose started growing at an alarming rate. But thanks to a partnership between UNHCR and the Iranian medical charity MAHAK, his worried father now expects to see him grow up.*



UNHCR / MAHAK

The painting room at the MAHAK facilities gives children undergoing cancer treatment and their families a psychological boost during their stay.

“At one point it was so big that it would block his eyesight,” his father said. Ali, sitting on his father’s lap, was drowsy after chemotherapy treatment. “He has been enduring chemo for more than four months and is now ready for radiotherapy. The doctors are very optimistic.”

Six months before, the lump had suddenly started growing and a CT scan confirmed he had a highly malignant cancerous tumor. UNHCR had earlier helped his father, a typist with two other children, to obtain health insurance cards for the family, but the ceiling would not cover the high costs of Ali’s treatment.

Fortunately, for more than 10 years UNHCR and MAHAK have worked in a fruitful collaboration to provide assistance

to cancer-stricken refugee children. Ali’s father, among the many Afghans still refugees more than three decades after their homeland descended into war, was thrilled when UNHCR told him MAHAK could help his son.

MAHAK is a non-profit, non-political, and non-governmental charity focused on treating children with cancer. It uses the most up-to-date diagnostic, treatment and prevention methods, with both outpatient and inpatient services. It provides chemotherapy, medication, lab tests, radiation therapy, CT scans, transportation and family counselling, all without regard to religion, race or nationality of patients.

Under the joint UNHCR-MAHAK project for 2013, a total of 76 Afghan and Iraqi refugee

children under the age of 15 who suffer from cancer will be given medical treatment. Accompanying parents are also provided with counselling, and accommodation and food if required.

The lump on Ali’s nose is still noticeable but his father says it has shrunk considerably with the chemotherapy.

“Without them I would have had to watch my son’s condition deteriorate and die before my eyes as I would have in no way been able to afford private or even public health centres,” Ali’s father said. “No words suffice; no words can explain how thankful we are to every single person who has contributed to our son regaining his health. I now get to watch him grow up.” ○