

A training session on gender-based violence, run by UNHCR's partner Africa Humanitarian Action in Parlang, South Sudan.



# *Working in* Partnership



**T**he year 2014 was one of the most challenging in UNHCR's history. The humanitarian community was confronted with five system-wide Level 3 emergencies in the Central African Republic (CAR), Iraq, the Philippines, South Sudan and the Syrian Arab Republic (Syria).

While heavily engaged in responding to these situations, UNHCR and its partners continued to assist those displaced by conflict in other parts of the world, including Afghanistan, the Democratic Republic of the Congo (DRC), Mali and Somalia. These new and ongoing crises stretched the capacities of the inter-agency humanitarian response system and highlighted the need for enhanced leadership, coordination and partnership. ●●●

In 2014, UNHCR continued to deepen and expand its partnerships with a wide range of actors, particularly other UN agencies, NGOs and key partners, including development actors. These efforts contributed to strengthening coordination, both in the framework of the Inter-Agency Standing Committee (IASC) and through the implementation of the Transformative Agenda (see *Glossary*), with the aim of improving collective action in humanitarian emergencies.

In close consultation with its partners, UNHCR also developed a refugee coordination model, which reaffirms an inclusive, predictable and collaborative approach. Together with OCHA, coordination arrangements and accountabilities for mixed migratory situations involving both refugees and internally displaced people (IDPs) were clarified and elaborated to ensure an effective and seamless delivery of protection and assistance. The capacity of the three IASC clusters for IDPs that UNHCR leads or co-leads was bolstered.

## Refugee coordination and accountabilities in mixed situations

In December 2013, UNHCR launched a new refugee coordination model that outlines the Office's role and responsibilities in refugee operations and mixed displacement situations. It offers an inclusive platform for planning and coordinating refugee operations and clarifies the coordination modalities in relation to broader humanitarian coordination structures, including the IASC cluster system. It draws on best practices from the field and reflects the IASC Transformative Agenda's focus on leadership, coordination and accountability, while seeking to ensure complementarity and flexibility in line with operational requirements.

The refugee coordination model underscores the host country's primary responsibility for the protection of refugees. It affirms UNHCR's responsibility for engaging with the host government on refugee-related matters, leading strategic planning with operational partners, as well as coordinating a multi-

sectoral response. It also underlines UNHCR's role in coordinating protection matters. By clarifying roles and responsibilities, the model aims to make UNHCR's approach to coordination more predictable, inclusive and partner-friendly, and ultimately helps ensure that refugees and other people of concern to UNHCR receive the assistance and protection they need. The importance of coordinating activities with government line ministries and development actors to seek solutions for refugees is also highlighted in the refugee coordination model.

In April 2014, the High Commissioner and the Emergency Relief Coordinator issued a *Joint UNHCR-OCHA Note on Mixed Situations*. It sets out the roles and responsibilities of the UNHCR Representative and the United Nations Humanitarian Coordinator in a complex humanitarian emergency situation, where UNHCR is leading a refugee operation and the clusters are activated. The Note also

outlines operational coordination in two contexts: where refugees are present in a separate geographical area from IDPs and other affected populations; and where refugees are present in the same geographical area. It does not, however, cover refugee-only contexts, where UNHCR leads the entire cycle of response, including contingency planning, the emergency phase and solutions, as detailed in the refugee coordination model.

The Note was shared with all UNHCR and OCHA staff, as well as with the IASC. Joint missions with partners, including UNICEF, WFP and NGO representatives, have taken place in key operations such as Afghanistan, the DRC, Iraq, Pakistan, South Sudan and Syria, to promote understanding of the new coordination modalities, provide advice on implementation and receive feedback.

## Cluster coordination

### PROTECTION

In 2014, UNHCR continued to implement the IASC Transformative Agenda, primarily through its engagement in system-wide Level 3 emergencies. The Global Protection Cluster (GPC), led by UNHCR, convened an inter-agency task team to carry out activities under the IASC's "protection in humanitarian action" strategic priority for 2014-2016, ensuring coherence with the IASC principals' statement on the centrality of protection in humanitarian action. Among these activities is an independent whole-of-system review of protection in humanitarian crises, which is currently under way. This will be followed by the development of a protection policy framework for the IASC.

At the global level, the GPC and its different task teams supported field protection clusters by developing training materials on protection mainstreaming, protection coordination and protection in natural disasters, and facilitating trainings in key field locations such as the CAR, South Sudan and Syria. At the field level, UNHCR led or co-led 22 field protection clusters worldwide in

2014 (see also chapter on *Engaging with IDPs*).

All field protection clusters, including those led by UNICEF or OHCHR, are supported by the GPC Support Cell that is housed within UNHCR and have access to the helpdesk function, a role shared between the Support Cell and a network of relevant partners. Among other things, advice on establishing coordination systems or protection strategies is provided.

### CAMP COORDINATION AND CAMP MANAGEMENT

Building on its Strategic Framework for 2013-2016, the Global Camp Coordination and Camp Management (CCCM) Cluster strengthened its level of response by establishing predictable emergency response mechanisms, such as the CCCM Cap roster and the Rapid Response Team. Innovative capacity-building tools have also been developed. In Iraq, a dedicated training and mentorship programme has been set up for government officials, camp managers, police and IDP representatives to familiarize them with standards and practices in managing camps.

As part of a European Union-funded project on Enhancing the Coordination of Camp Management and Camp Coordination Intervention in Emergencies, the Norwegian Refugee Council (NRC) and the Global CCCM Cluster conducted a desk review on displacement in urban and outside camp contexts, which was released in March 2014.

#### SHELTER

UNHCR and IFRC are co-leading the Global Shelter Cluster and the implementation of its 2013-2017 strategy, with support from the

European Union and key agencies in the sector such as UN-Habitat, InterAction, the Agency for Technical Cooperation and Development, CARE, IOM, NRC, and World Vision International. A total of 4.8 million people were assisted by country-level shelter clusters in 2014. This was made possible through the collaboration of 35 partners at the global level and more than 530 partners at the country level. The Global Shelter Cluster Support Team, composed of experts seconded by cluster partners, undertook a total of 51 missions to 19 countries in 2014.

## ● *Multilateral processes*

UNHCR has been actively engaged in the process leading up to the World Humanitarian Summit, which will be held in Istanbul in May 2016. The Office participates in the work of thematic groups on “transformation through innovation” and “serving the needs of people in conflict,” as well as in the regional steering groups, and seeks the views of displaced people through stakeholder consultations.

In its interventions, UNHCR has stressed the need to: make protection central to humanitarian response; engage and

empower affected populations; pursue concrete actions to strengthen the accountability of humanitarian actors to affected populations; focus on solutions to protracted displacement crises by strengthening the collaboration of development and humanitarian actors; strategically invest in innovation to develop tools and projects that respond more effectively to current and new challenges; and address the growing gap between needs and available resources by rethinking today’s financing mechanisms. □

# Strategic partnerships and structured dialogue

UNHCR worked with 906 partner organizations in 2014, including governments, intergovernmental and UN organizations, other international organizations and NGOs. Expenditure through partnership increased by 17 per cent compared to the 2013 budget year, reaching USD 1.32 billion, which represents 40 per cent of UNHCR's overall expenditure in 2014. UNHCR continued consulting with its NGO partners in reviewing and revising its policies and procedures related to the Enhanced Framework for Implementing with Partners, with the aim of strengthening accountability, operational effectiveness and partnerships in order to deliver the best results for refugees and other people of concern.

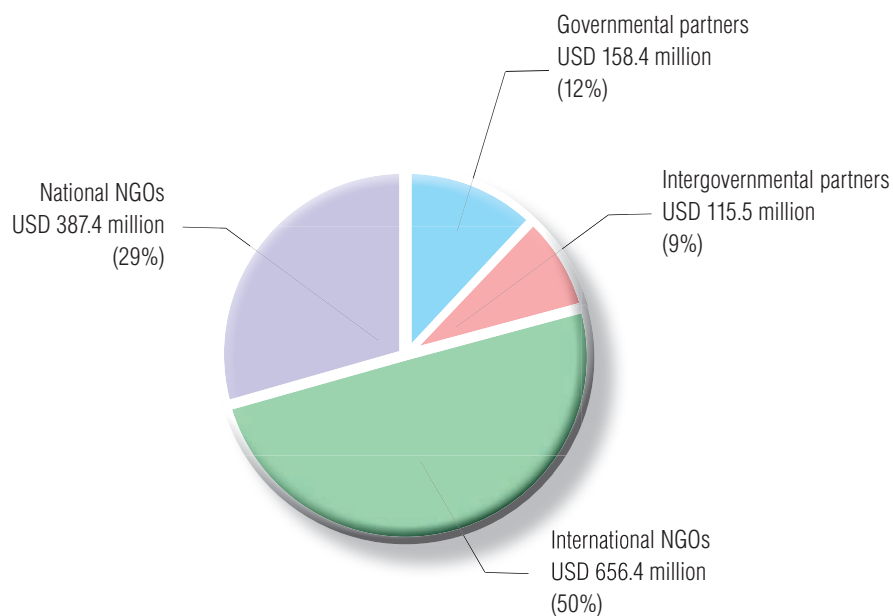
NGO partners remain essential allies in meeting the needs of populations affected by conflict. They are also effective advocates for protection and resource mobilization to meet the needs of the displaced. In collaboration with the International Medical Corps, UNHCR undertook a project to strengthen the capacities for emergency preparedness of 11 national NGOs.

At the global level, UNHCR has further explored how respective expertise and resources in bilateral

partnerships with major NGO partners can be complementary in various settings, as well as embarking upon the revision of memoranda of understanding to strengthen partnerships, where necessary, and supporting regular strategic consultations. The Office continues to work closely

with ICVA and InterAction to strengthen implementation of the partnership principles and recommendations from the 2012 High Commissioner's Structured Dialogue with NGOs and the IFRC. This has included joint partnership support missions to the DRC and Pakistan in 2014.

**UNHCR expenditure through cooperation with partners in 2014**



# Thematic updates

## CLIMATE CHANGE, NATURAL DISASTERS AND HUMAN MOBILITY

UNHCR, in partnership with the Internal Displacement Monitoring Centre, has supported the work of the Nansen Initiative on Disaster-Induced Cross-Border Displacement, which aims to set a protection agenda for people displaced across borders in the context of disasters and climate change (see also special feature on *Nansen*).

In March 2014, UNHCR, the Brookings Institution and Georgetown University organized an expert meeting on the issue of planned relocation in the context of disasters and climate change to ensure that States and supporting actors undertake relocation in a manner that respects the humanity, dignity and the human rights of affected populations.

UNHCR worked with a range of partners, including UNDP, IOM and NRC, to ensure that protection of the displaced in situations related to climate change gets the requisite attention at the international level. In this context, the group made several submissions to the UNFCCC in 2014

and participated in the Conference of the Parties in Lima, Peru, in November 2014.

## ASYLUM AND MIGRATION

UNHCR's traditional partnerships on asylum and migration-related issues (especially on protection at sea, people smuggling and human trafficking) continued and were strengthened, in particular with OHCHR, UNODC, the African Union, IOM and key international and national NGOs. New partnerships were developed with non-traditional stakeholders on protection at sea, including in the maritime industry.

## HEALTH, WATER, SANITATION AND HYGIENE

UNHCR works closely with 10 other UN agencies in the context of the UN Joint Programme on HIV/AIDS (UNAIDS). UNHCR and WFP co-chair the inter-agency task team on HIV in emergencies, which has membership of over 20 UN, NGO and civil society organizations. In 2014, the task team released *Guidelines for the Delivery of Antiretroviral Therapy to Migrants*

and Crisis-affected Persons in Sub-Saharan Africa. These guidelines were developed by UNHCR in partnership with 14 UN agencies and NGOs. In order to ensure that protection needs with regards to HIV testing are taken into consideration, UNHCR, UNAIDS and the WHO updated the Policy Statement on HIV Counselling and Testing for Refugees and other people of concern to UNHCR.

At the global level, 2014 saw intensive discussions with UNICEF to develop guidance for country teams to operationalize areas of collaboration between the two organizations in technical sectors. Frameworks have been established. The two agencies are also working closely together to expand access to immunization for refugee children.

#### EDUCATION

The large numbers of out-of-school children, prompted by the crises in the CAR, Nigeria and South Sudan, resulted in joint missions by UNHCR, UNICEF and the respective Ministries of Education. New collaborations with partners, both from the private sector and academia, have also expanded educational access and quality and resulted in a global increase by over 10 per cent in the enrolment rate

in primary education, expanded access to certified higher education programmes and innovative opportunities for young people. A network of UN organizations and NGOs was set up to strengthen the implementation of accelerated education programmes, and support the development of refugee teachers through new tools and professional training materials.

#### CHILD PROTECTION

UNHCR has been working closely with host governments to ensure that refugee children have access to national child protection systems and services, including birth registration. This has proved to be one of the most effective and sustainable ways to prevent and address the multiple protection risks that children face.

Standby partners have been fundamental in advancing the implementation of UNHCR's global framework for the protection of children. Nineteen operations benefited from child protection deployments and support missions in 2014. The deployees developed and implemented long-term child protection strategies and supported child protection emergency response in the CAR and South Sudan.



UNHCR also worked closely with UNICEF at the global, regional and country levels, and conducted a joint UNICEF-UNHCR training on child protection in emergencies for stand-by partners in September 2014, hosted by Irish Aid.

A partnership with UNHCR's first Eminent Advocate, Her Highness

Sheika Jawaher bint Mohammed Al Qasimi of the United Arab Emirates, resulted in a regional high-level meeting focusing on the protection of refugee children. The event laid the ground for stronger partnerships among governments, UN agencies, NGOs from the region and the private sector. ■

## ● *World Food Programme*



WFP remains one of UNHCR's closest partners. 2014 was characterized by a major media campaign focusing on the continuing food security and nutrition needs in refugee operations in Africa. Collaboration was pursued on the use of cash and vouchers in line with the Joint Plan of Action for Cash and Vouchers: 16 joint operations now use cash and/or vouchers in lieu of or in addition to in-kind food aid, and two reviews were conducted. In addition, 10 Joint Assessment

Missions were carried out in Africa, Asia and the Middle East. The two agencies also started to work on socio-economic targeting of food assistance, where this is recommended and in line with refugee needs. The joint programme to promote self-reliance in protracted refugee situations continued, and experiences from the two pilot countries (Chad and Uganda) will feed into the development of a joint Corporate Strategy on Self-Reliance due to be finalized in 2015. ■

# Annual Consultations with NGOs go global

Every year, UNHCR's Annual Consultations with non-governmental organizations (NGOs) bring together representatives of partner NGOs who collaborate in protecting, assisting and advocating for refugees and other displaced people across the world.

In June 2014, the event brought together some 500 delegates representing 250 organizations in Geneva to discuss the theme "Women's Leadership and Participation," reflecting one of the goals of UNHCR's 2014-2015 Global Strategic Priorities to increase

women's active participation in leadership and management structures in refugee and IDP operations. These Consultations covered a wide range of topics and continued to provide a unique forum for sharing feedback, information and experience.

The 2014 Consultations were also particularly innovative. One of the recommendations of the 2012 High Commissioner's Structured Dialogue on Partnership had been to review the existing forums for consultation between UNHCR and its partners, including making

greater use of technology and social media in order to:

- Raise the profile of the consultations and create more public awareness about the work of the refugee community.
- Enable NGO staff who may not otherwise be able to attend the Consultations to participate.
- Encourage refugees and beneficiaries to have their voices heard in the consultations.

With this in mind, the 2014 Annual Consultations with NGOs utilized social media and online platforms extensively to increase participation.

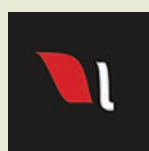
At the end of each day of the Consultations, a selection of the most relevant and interesting tweets and other media were collated into 'Storify' stories. A team of tweet rapporteurs covered concurrent sessions and themes to ensure that the key messages from each session were shared in real-time via Twitter. During the three-day event almost 5,000 tweets (including questions from refugees) were sent with the event's dedicated hashtag, #UNHCRNGOs, linking the conversations together. Almost 500 viewers worldwide tuned in to watch the opening and closing plenary sessions. ○



**Twitter** was used to give an active voice to participants as well as those who could not attend in person.



A dedicated Tumblr website and **Instagram** account gave people from organizations across the globe the opportunity to post and view rich media content related to the event.



The opening and closing plenary sessions were **broadcast live** online.



A "**Wall of Tweets**" was used to display the event's tweets on large screens to help and encourage people to share their thoughts and make connections using Twitter.