

Volunteers from the host community build the roof for Nyumanzi reception centre in the district of Adjumani, Uganda.





SUPPORTING UNHCR'S WORK

UNHCR increasingly relies on the capacity, expertise and resources of a broad and diverse network of partners to protect and assist millions of people of concern to the Office. Given the ongoing scope and scale of contemporary humanitarian emergencies and protracted crises, developing new and innovative approaches to partnerships is a key priority for UNHCR.

This chapter highlights the important role that organizational and institutional partners, the private sector and celebrities play in leveraging support for people of concern, including by: raising awareness about their plight and the Office's work to assist them; enhancing UNHCR's capacity and expertise; and mobilizing crucial funding.

In this chapter:

- Working in partnership
- Mobilizing the private sector
- Celebrity support



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WORKING IN PARTNERSHIP

UNHCR works with more than 900 partners in some 100 country operations around the world. The Office also entrusts partners with approximately 40 per cent of its annual budget to undertake programmes and projects that provide protection, assistance and solutions to people of concern. More than one-third of UNHCR's partners are national organizations. UNHCR has undertaken a consultative process in implementing its "Enhanced framework for implementing with partners" aimed at strengthening these partnerships, as well as operational performance and accountability. The Office is particularly focused on strengthening the capacity and engagement of national first responders, including through direct funding.

The Office values its relationship and engagements with partners in country operations and supports the outcome of an annual independent survey conducted by the NGO Hebrew Immigrant Aid Society on the perception and opinion on the status of NGO partnerships. According to the survey's results, UNHCR

commits to taking concrete measures and engaging in greater dialogue for further improvements. UNHCR is collaborating with UNICEF and WFP in order to simplify and harmonize management processes for partnerships. Partners will also be actively consulted in this regard.

Implementing the Refugee Coordination Model (RCM)

For complex refugee situations requiring a coordinated response, UNHCR plans and implements activities with partners under the RCM, which emphasizes the principles of empowered, inclusive and transparent leadership and collaboration. In addition to the UNHCR-OCHA joint note on mixed situations, the RCM provides a framework for leadership and coordination in both refugee operations and complex humanitarian emergencies.

Under the RCM, UNHCR assumes the lead role in refugee emergencies, nominating regional refugee coordinators to lead both the strategic

planning process to develop protection and assistance strategies. These coordinators are also responsible for joint fundraising and advocacy for refugee responses, as appropriate. The Office will continue to ensure that the coordination, planning and delivery of refugee responses are effective, collaborative and based on principles of partnership. In this regard, regional refugee coordinators systematically engage with States and partners to ensure that responses adequately reflect operational realities, such as national and international partnerships and projects.

UNHCR believes that the inclusive nature of the planning process and the underlying protection and solutions strategy are key, but that the systems and processes to support these coordination and response mechanisms can always be fine-tuned and adapted to the context. The organization will ensure colleagues and partners are trained and familiar with the RCM and RRP.

For situations requiring a coordinated international humanitarian response, UNHCR will also ensure its staff is trained and familiar with other systems such as the IASC-mandated humanitarian response plans and their associated suite of processes and tools, including the humanitarian programme cycle, and country-based pooled funds. UNHCR is fully committed to working with partners throughout the humanitarian programme cycle, contributing to an integrated approach to needs assessment, planning, implementation, monitoring and resource mobilization.

Inter-Agency Standing Committee (IASC)

UNHCR is an active and long-standing member of the IASC — the primary mechanism for inter-agency coordination of humanitarian assistance — and as such, is committed to the principles of collective action, including through strengthened partnership with the development sector. In 2017, within the IASC, UNHCR will continue promoting the “Centrality of protection in humanitarian action statement”, as well as the implementation of policies on accountability to affected populations. The Office will also ensure that refugee programmes form an integral, yet distinct, part of the overall humanitarian response, and that UNHCR plays a robust role in non-refugee situations, notably through its designated cluster responsibilities.

Engaging with United Nations Headquarters

UNHCR's Liaison Office in New York (LONY) will support the organization's engagement in UN Headquarters processes relevant to UNHCR, including playing a key role in follow-up to the 19 September United Nations Summit for Refugees and Migrants. This will

Refugee Response Plans (RRPs) are comprehensive inter-agency plans designed to respond to refugee emergencies. They are a key feature of the Refugee Coordination Model, as the vehicle through which leadership and coordination of a refugee response may be exercised. An RRP articulates the protection and solution priorities; describes the needs of refugees, host communities, and other people of concern; identifies relevant responsible actors; and defines the financial requirements of all the humanitarian actors. It builds on national preparedness measures and existing contingency plans.

involve working with Member States, sister agencies, other international organizations and NGO partners through consultations leading to the “Global compact on refugees” in 2018. Additionally, LONY will support efforts to develop a Global Compact for Safe, Orderly and Regular Migration.

UNHCR will continue to strengthen its engagement as a member of the United Nations Development Group (UNDG), including by co-chairing its Human Rights Working Group. UNHCR will also continue to support the “Human rights up front” (HRuF) initiative of the Office of the Secretary-General, including through the secondment of a senior staff member, as well as through active engagement in the Senior Action Group integrated task forces, and regional quarterly reviews.

Sustainable development

The realisation of the 2030 Agenda for Sustainable Development at national and global levels will enable UNHCR to advocate more effectively for the inclusion of people of concern in national development plans. This will deepen UNHCR's engagement and collaboration with development partners, primarily in the areas of planning, operationalization, data collection and advocacy. The pledge to “leave no one behind” provides an opportunity to ensure that all people of concern to UNHCR, including the stateless, and who are not explicitly referred to in the 2030 Agenda, are able to benefit from the progress envisioned under the SDGs.

UNHCR, along with its partners, plans to work together at the field level to ensure that people of concern reap benefits from national services and social security platforms aimed at the progressive realisation of their rights.

Promoting partnerships

UNHCR will continue fostering bilateral partnerships with UN sister agencies and major international NGO partners, further exploring complementarities in expertise and resources. The Office will support regular strategic discussions with partners to identify common priorities and establish Memoranda of Understanding as appropriate. It will also continue its outreach activities with regional and thematic consortia, as well as with key NGOs, to consolidate partnerships and address potential gaps.

UNHCR's three-day annual consultations with NGOs remain an essential platform and unique opportunity for debate and exchange on regional and thematic issues. These consultations also provide an opportunity to explore fresh collaboration on advocacy and operational issues. With more than 500 participants from around the world, the 2017 UNHCR-NGO Consultations will engage an even more diverse range of actors, from civil society to the private sector.

The High Commissioner's structured dialogue with NGOs and the International Red Cross and Red Crescent Movement was evaluated in 2016 after having been rolled out in a number of field operations during the past four years. With partnership issues and modalities evolving fast, in particular as a result of the World Humanitarian Summit, any future structured dialogue between UNHCR and other NGOs will be required to take this evolution into account, as well as be better embedded with UNHCR's other partnership-related initiatives. For example, this would include coordinating the dialogue with other partnership initiatives of UNHCR such as the roll out of the RCM, the programme planning support missions conducted by DPSM, or the emergency preparedness missions by DESS, which also look at partnerships with NGOs.

World Bank

UNHCR is working with the World Bank to develop opportunities for refugees and other people of concern through inclusive economic and development policies, approaches and facilities at the national and regional level.

In recent years, the World Bank and UNHCR have deepened their collaboration, working together to build an evidence base on root causes and solutions to displacement, as well as a study of the economic impact of refugees on host economies. Building on three joint regional studies in Africa, in 2016 UNHCR and the World Bank authored a fourth regional study focused on the economic impact of displacement in the Lake Chad Basin due to Boko Haram induced violence. These studies have led to follow-on projects in the Democratic Republic of the Congo, Djibouti, Ethiopia, Nigeria, Uganda and Zambia. Project planning is underway in Cameroon, Chad, Kenya, Niger and the United Republic of Tanzania. In Turkana county in Kenya, the two organizations are preparing an initiative aimed at reorienting refugee assistance to improve the socio-economic conditions of both refugee and the host communities; to better prepare the host community to take advantage of emerging economic opportunities; to reduce over-reliance on humanitarian aid, and to prepare refugees for durable solutions. Other initiatives include a poverty and welfare analysis of Syrian refugees in Jordan and Lebanon and an enhanced policy dialogue through joint thematic workshops. In 2017, a technical expert exchange programme will benefit from the work on socio-economic data in Cameroon, Chad, Ethiopia, the United Republic of Tanzania and Uganda.

World Food Programme

In many protracted situations, where prospects for durable solutions are limited, refugees remain dependent on food assistance. UNHCR and the WFP continue to work together to improve refugees' food security. Reduced livelihood opportunities

being a contributing factor to continued high malnutrition in September 2016, the two agencies launched a joint strategy on "Enhancing self-reliance in food security and nutrition in protracted refugee situations". This strategy recognizes the importance of providing food assistance to refugees while, simultaneously, the need to work with governments, host communities and other partners to make them more food-secure. Creating an enabling environment for refugees to use their livelihoods assets, in addition to leveraging and developing their capacities, will prevent them from being dependent on food assistance and encourage self-reliance.

UNHCR and WFP are also increasing their collaboration in the provision of cash-based interventions to refugees and other people of concern. Efforts are underway to establish interoperable systems for the distribution of assistance at the country level. In line with its commitments in the Grand Bargain (see the chapter on *Needs and Funding Requirements*), UNHCR will continue to streamline reporting formats and arrangements with NGO partners.

International Organization for Migration

IOM's recent affiliation with the United Nations as a 'related agency' offers both UNHCR and IOM opportunities to ensure greater coherence and coordination in addressing large-scale, cross-border flows of refugees and migrants. In a joint letter, the principals of the two organizations agreed to improve their coordination in emergency response joint planning, resource mobilization, data collection, and media and communication.

At the executive level, UNHCR and IOM will continue organizing regular high-level discussions on strategic issues to ensure more predictable responses in line with respective roles and responsibilities, and effectively support country operations. UNHCR and IOM will also revise their 1997 global Memorandum of Understanding (MoU).



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“My children are fine now, thanks to the mosquito nets.”

— Innocent, refugee father of six in Uganda who received mosquito nets from UNHCR



MOBILIZING THE PRIVATE SECTOR

At a time where the needs of millions of people of concern to UNHCR are rapidly growing, the private sector will continue to play a valuable role across the range of the Office's work. From providing life-saving immediate assistance to enabling internet connectivity, renewable energy solutions, creation of employment opportunities, to consumer and employee engagement, partnerships with the private sector can have an enormous impact on refugees' lives. These partnerships are invaluable in providing a range of skills; technical, logistical, and in-kind support for education, health, shelter and livelihoods; and augmenting the visibility of the Office and its work.

UNHCR mobilizes resources and engagement from the private sector by encouraging support from individuals and developing partnerships with corporations and foundations. This is achieved through:

- Six national partners: Australia for UNHCR, España con ACNUR, Japan for UNHCR, Sweden for UNHCR, UNO Flüchtlingshilfe (Germany) and the United States of America for UNHCR.

These partners collectively raise more than half of UNHCR's income from the private sector;

- Dedicated offices in twenty selected countries; and,
- Global digital outreach through English, Arabic and Spanish language hubs.

In 2017, UNHCR will continue to build on established engagement with individuals, as well as relationships with a broad range of corporate partners, foundations and philanthropists, who are supporting the Office's activities around the world. The Office will also look to increase and diversify private partnerships and funding, in particular through cash donations which are vital to ensuring life-saving assistance to less visible crises. For additional information on UNHCR's private sector fundraising strategy, see the chapter on *Needs and Funding Requirements*.

Individuals

The majority of the growth of private sector fundraising in UNHCR has been driven by regular, monthly donations of

private individuals, who in addition to providing the organization with valuable income, are influential in representing a united voice in support of refugees and displaced people. This has been achieved by recruiting new donors, through street fundraising, digital recruitment, direct mail and television advertising. UNHCR is now able to call upon over a million 'committed givers' out of a total of 1.7 million financial supporters, which provides the organization with a predictable and sustainable source of income. It will

continue recruiting individual donors with a view to reaching 2.5 million donors by the end of 2018, and with a longer term vision of 5 million donors globally.

The challenge is to sustain and grow the value and duration of the support of these donors, by engaging them more deeply in the refugee cause and by asking supporters to advocate on behalf of refugees by adding their voice to campaigns such as the #WithRefugees petition to governments.

Shelter campaign – Nobody left outside

Without a considerable increase in funding and global support, millions of people fleeing war and persecution face homelessness or inadequate housing. Without a safe place to eat, sleep, study, store belongings and have privacy, the consequences to their health and welfare can be profound. To address this concern, in May 2016 UNHCR launched its first ever global private sector fundraising campaign —“Nobody left outside”. The campaign calls on individuals, companies and foundations worldwide to shelter two million refugees by 2018. It also calls on private sector actors to become involved through UNHCR’s Global Shelter Coalition, which brings together leading brands and philanthropists to provide and improve shelter solutions for refugees. Since its inception, the campaign has raised private sector donations and pledges of more than \$5 million from around the world.



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“Shelter is the foundation stone for refugees to survive and recover, and should be considered a non-negotiable human right. As we tackle worldwide displacement on a level not seen since World War 2, no refugee should be left outside.”

- Filippo Grandi, the UN High Commissioner for Refugees

Corporate and foundation partnerships

The corporations and foundations that support the work of the Office are committed to finding creative solutions for refugees, IDPs, returnees and stateless people. In this coming year, and given the impetus provided by initiatives such as the New York Declaration for Refugees and Migrants, the World Humanitarian Summit and Grand Bargain, there is ample scope to work on initiatives that are mutually beneficial, and which will improve the lives of people of concern across the world through the following long-term partnerships:

Bill & Melinda Gates Foundation: a new partnership bringing innovative technologies and approaches in water, sanitation and health for refugees.

Dutch Postcode Lottery: the world's third largest private charity donor, and a supporter of UNHCR's work for the last 14 years. While most of the support has been given to UNHCR through unearmarked funding, leaving UNHCR the ability to use the funds where they are most needed, the Postcode Lottery also supports specific projects relating to emergency response, shelter, registration, education and alternative uses of energy. Additionally, the Dutch Postcode Lottery also provides UNHCR and its activities with good visibility in the Netherlands.

Educate A Child (EAC): a strategic multi-year partnership, which aims to enrol and retain more than 700,000 refugee children in schools in 12 countries in Africa, Asia and the Middle East. EAC is a program of the Education Above All (EAA) Foundation, a global initiative launched by Her Highness Sheikha Moza bint Nasser of Qatar, which aims to

significantly reduce the numbers of children worldwide missing out on an education.

Fondazione ENEL Cuore: providing valuable funding for UNHCR's response in Syria to ensure IDP and refugee children are able to access education through cash grants, accelerated learning to help children catch up months of missed schooling, teacher training and the rehabilitation of damaged schools.

IKEA Foundation: a flagship partnership and a benchmark for the vital contribution the private sector can bring to the lives of refugee families and children. The IKEA Foundation will continue providing large-scale cash and in-kind contributions for operations across Africa, Asia and the Middle East, with a focus on education, livelihoods and renewable energy. Going beyond philanthropy, UNHCR and the IKEA Foundation share a genuine commitment, exemplified by joint collaboration on the development of innovative shelter solutions for refugees.

Said Foundation: a strong supporter of tertiary education for Syrian refugees through the DAFI program since 2014, the Said Foundation enables refugee students to either continue or start their university studies, giving them hope and skills for their future.

The Big Heart Foundation (TBHF): launched by Her Highness Sheikha Jawaher Bint Mohammed Al Qasimi, UNHCR's first Eminent Advocate, in May 2015. TBHF's priorities vary from education, health to shelter and cash assistance. The total financial support Her Highness has contributed on a personal level and through TBHF, for the



Nyamamynha (right), 13, and her younger sister read their homework assignments in their shelter at Sherkole refugee camp, Ethiopia. With the help of a solar lantern, donated by the Stichting af Jochnick Foundation, they are able to light up the room at night.

displaced, Syrian and otherwise over the past 4 years is some \$20.5 million.

United Nations Foundation: one of UNHCR's long-term supporters, the Foundation provides support through its "Girl Up" and "Nothing but Nets" campaigns, both of which have built up extensive and active networks of partners and supporters and which will continue in 2017 across Africa.

UNIQLO: a Japanese global apparel retailer, UNIQLO supports UNHCR's self-reliance programs in Asia and emergency responses and a commitment to hire refugees globally. It is an active supporter of UNHCR, raising awareness through a variety of activities, such as supporting the UNHCR refugee film festivals in Japan and Korea, and advocating for refugee issues in Japanese schools.

UPS Foundation: the philanthropic arm of UPS has been a strategic partner to UNHCR since 2010 and, in 2017, the Foundation will continue to provide logistical expertise, funds and services to support and enhance UNHCR's logistics and emergency response.

Japanese vision team brings Azeri lives into focus

This article is an adapted version of a UNHCR news story.
26 August 2016

BARDA, Azerbaijan | Valida Aliyeva is consumed by a passion for reading. At 64 years old, she explains “I’ve read every book in our local library.”

But when she lost her glasses four years ago, the displaced Azeri grandmother’s world was reduced to a blur in which she could neither read nor even see faces close-up.

Then, in May, something life-changing happened: a team of optometrists from Japan came to this city in western Azerbaijan to provide eye tests and give residents—Aliyeva among them—the glasses they needed

“I plan to start reading again as soon as I get home. But first, I want to see my grandchildren up close!”

For a dozen years, optometrist Akio Kanai has been travelling to Azerbaijan with a team of specialists to help displaced Azeris, up to 1 million of whom were driven from their homes during the conflict over Nagorno Karabakh in the late 1980s and early 1990s.

Many are living in poverty and struggle to access proper healthcare and treatment. Many families also live in huts or shanty towns in rural Azerbaijan.

“A pair of glasses will help people to have a better quality of life, can assist them to



Yalchin Aghayev, 40, has his eyes tested by optometrist Akio Kanai at a settlement for the displaced in Barda, Azerbaijan.

become independent, learn more,” says Kanai. “Actually, without the glasses, I don’t know how you can live your life.”

Kanai was honoured in 2006 with the prestigious Nansen Refugee Award, given annually to an individual, group or organization in recognition of outstanding service to the cause of refugees, displaced or stateless people.

Forcibly displaced himself from the northern Pacific island of Sakhalin during the turmoil at the end of World War II, Kanai has committed himself since 1983 to working with people uprooted by conflict. It is estimated that more than 140,000 refugees and internally displaced

people now have improved eyesight thanks to his efforts.

“Winning the award inspired me and pushed me to continue with the service. I’m 74 now, but I feel I have energy left and it would be good for me to work for these people.”

And his legacy is set to continue as his two sons have followed in his footsteps, becoming qualified optometrists and joining the doctor on his annual vision missions. •



CELEBRITY SUPPORT

UNHCR's goodwill ambassadors and high-profile supporters will play a crucial role in 2017 in raising awareness and building engagement in communities across the globe.

Travelling to the field to meet refugees and gain personal experience of UNHCR operations, or drawing on their own personal experience of displacement,

enables goodwill ambassadors to be credible voices and powerful witnesses to the devastating human impact of displacement, to the resilience of refugees, and to UNHCR and its partners' work. Speaking with credibility, they offer powerful reminders that refugees can bring huge contributions to their host communities.

Banner pictures, from left to right: UNHCR Honorary Lifetime Goodwill Ambassador Barbara Hendricks; Goodwill Ambassador Jung Woo-sung in Lebanon; actor Ben Stiller with a refugee family in Berlin; former refugee and UNHCR Goodwill Ambassador Alek Wek meeting refugees in South Sudan.



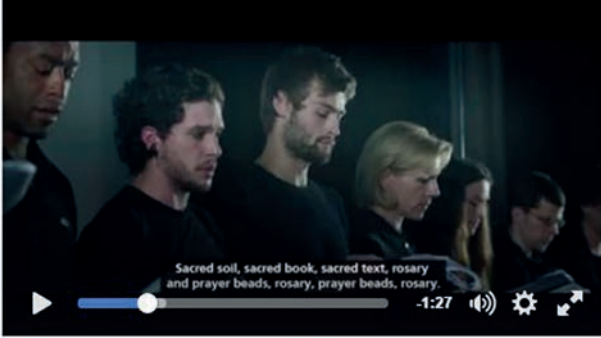
Their voices amplify UNHCR's calls to action and the need for new support, including financial. Building on the growth of the programme, 2017 will see goodwill ambassadors and high-profile supporters participate in UNHCR's key campaigns and partnerships, media initiatives and emergency appeals to build further support and engagement.

UNHCR, the UN Refugee Agency
September 12 at 8:55am · 🌐

Cate Blanchett performs the rhythmic poem 'What They Took With Them' alongside fellow actors Keira Knightley, Juliet Stevenson, Peter Capaldi, Stanley Tucci, Chiwetel Ejiofor, Kit Harington, Douglas Booth, Jesse Eisenberg and writer, Neil Gaiman.

The poem was written by Jenifer Toksvig and was inspired by stories and first-hand testimonies from refugees forced to flee their homes and items they took with them.

One of the sources for the poem was Brian Sokol's photography proj...
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Sacred soil, sacred book, sacred text, rosary
and prayer beads, rosary, prayer beads, rosary.

1.6M Views

Like Comment Share

You, Pauline Dupuis, Pete Teverson and 14K others · Top Comments ▾

18,845 shares

CORRIERE DELLA SERA / ESTERI

IL RACCONTO

Mika con Unhcr tra i rifugiati siriani «In Libano per ascoltarne le storie»



Whether through media interviews and OpEds, through digital and social media initiatives, or film, UNHCR's goodwill ambassadors are vital partners extending and deepening our engagement with audiences around the world. In 2017 they will continue to use their voices and media reach to mobilize communities and build more support.

Goodwill ambassadors and high-profile supporters will play an increasingly important role in engaging new supporters and encouraging donations to UNHCR. This will include appeals and feedback to regular donors, supporting partnerships and emergency appeals, and attending major events. Their attendance at such high-level events, both public and private, to advocate with decision makers, philanthropists and business leaders will boost support for the needs of all people of concern to UNHCR.



In May, UNHCR Goodwill Ambassador Cate Blanchett spoke at a major event hosted by the Said and Asfari Foundations. The "Hands Up for Syria" appeal raised over GBP 8 million to support access to education for Syrian refugee children and youth, of which UNHCR will be receiving a third for scholarships for Syrian refugees in Jordan and Lebanon, enabling them to either start or resume their university education.