

Working in partnership with others

Strengthening partnerships, whether to increase durable solutions prospects for refugees, to better respond to internal displacement, or to improve branding, communications and fund raising, has been a major objective of UNHCR in 2006.

This chapter presents an overview of UNHCR's continuing commitment to establishing and reinforcing global partnerships. Further examples and more details on UNHCR's work with its partners can be found throughout the Global Report, in particular in the country chapters in Part II – UNHCR's operations.

UNHCR's collaboration with the United Nations system

In 2006, UNHCR actively participated in the initiatives to reform the United Nations system and improve the global humanitarian response. These included the follow-up to the high-level segment of the 60th session of the General Assembly, as well as to the 2004-2005 humanitarian response review through the Inter-Agency Standing Committee (IASC).

Within the broader United Nations reform agenda, the Office participated in discussions on policy and implementation relating notably to peace and security, system-wide coherence, development, and strengthening of the Resident Coordinator and Humanitarian Coordinator systems. Since the establishment of the Secretary-General's High-level Panel on System-wide Coherence in early 2006, UNHCR was also actively involved with the Panel on various issues such as transition and the Resident Coordinator system. The newly formed Peacebuilding Commission and the Peacebuilding Support Office are also of particular interest to UNHCR, as the successful return and reintegration of displaced people depends upon sustainable peace and development. Improvement of the planning process for integrated peacekeeping missions is a further initiative in which UNHCR has played a role so as to ensure that humanitarian issues, notably the needs of displaced people, are fully taken into account.

The Office took some decisive steps to support greater coordination with the humanitarian community. This was particularly evident with regard to protection and assistance to internally displaced persons (IDPs) through

the IASC and UNHCR's leadership of the clusters for protection, camp coordination and management, and emergency shelter when the displacement is conflict-generated (for details, see the *Working with the internally displaced* chapter).

UNHCR continued to be fully engaged in other coordination bodies, including 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 United Nations Development Group (UNDG), the Executive Committee on Humanitarian Affairs (ECHA) and the Executive Committee on Peace and Security (ECPS).

The Office joined UNDG in 2003 with the aim of strengthening partnerships with other UN agencies in pursuit of durable solutions, and is now an active member of the UNDG. This facilitates the sharing of information on the new planning and programming tools being developed by the United Nations development agencies, in particular with respect to joint programming and the implementation of the UNDG Plan of Action for the Millennium Development Declaration and Goals. The principal focus of UNHCR has been on the World Bank (WB)/UNDG Post-Conflict Needs Assessments and the related multi-donor trust funds. UNHCR participated in the WB/UN needs assessments for Sudan, Liberia and Iraq. The Office also contributed, on an exceptional basis, to the early recovery effort in Pakistan and Indonesia following the earthquake and the tsunami through ECHA and UNDG. At the country level, UNHCR offices took part in the work of the UN Country Teams and were engaged in the preparation of the Common Country Assessments (CCA) as well as the United Nations Development Assistance Framework (UNDAF) in line with the UNDG guidance on durable solutions for displaced people adopted in 2004.

Through ECHA, UNHCR participated in efforts to address current operational challenges for the humanitarian community such as in the Chad/Darfur situation and Timor-Leste. As an active participant in ECPS, UNHCR contributed regularly to country reviews and took part in various working groups, for example, on the rule of law; the development of integrated standards on disarmament, demobilization and reintegration of former combatants and dependants; as well as on mine action and small arms. Within the framework of a joint UN-NGO task force, co-chaired by ECHA and ECPS,

Working with WFP

In 2006, WFP and UNHCR continued their close collaboration and, through joint programmes, assisted some two million refugees in 34 countries. WFP's food assistance also reached 7.17 million IDPs and 1.16 million returnees, a number which includes IDPs returning to their places of origin.

Among the operations where WFP and UNHCR worked together, Kenya presented important challenges during 2006. To meet them, WFP and UNHCR worked with other humanitarian partners to rapidly respond to the floods in November that seriously affected the Dadaab refugee camps and to provide for the thousands of refugees who arrived from Somalia in the second half of the year. During the floods, WFP set up an air operation to deliver food while roads were impassable, and to assist the movement of aid workers into areas affected by the floods in both Kenya and Somalia.

WFP's programmes in support of IDPs were adjusted in response to changing situations in 2006, with improving conditions in Liberia leading to the closure of the last IDP camps in that country by mid-year, and a relatively more secure environment resulting in increasing numbers of IDPs returning home in Uganda. But new violence in eastern Chad saw a large displacement of populations and a coordinated response to assist them. There was increasing danger to IDPs and humanitarian actors in Darfur, resulting in serious problems of access, but major numbers of IDPs returned home to Southern Sudan. Logistics challenges were raised by the dramatic increases in numbers of IDPs in conflict-affected eastern parts of the Democratic Republic of the Congo (DRC) in the period ahead of the October election. WFP expanded its operations in Sri Lanka to cover the needs of a new flow of IDPs following fighting in the north of the country in July



UNHCR/J. Redden

Distribution of monthly WFP food rations to Angolan refugees in Mayukwayukwa camp in Zambia early in 2006. By the end of the year, most refugees had returned home or settled in Zambia.

2006. Support was also provided for people displaced following civil unrest in Timor-Leste in April.

WFP continued to assist refugees returning home under the UNHCR voluntary repatriation programmes to Angola, Burundi, the DRC, Liberia, Sudan and elsewhere. WFP usually provides three-to four-month rations as part of the return package. Throughout the year, programmes evolved as repatriations took place. For example, after the repatriation of 43,000 Liberian refugees from Sierra Leone and Guinea, the operation for refugees remaining in those two countries changed focus in October 2006 from general food distributions to targeted distributions to refugees with special needs.

Funding shortfalls affected the operations of both agencies in 2006, resulting at times in beneficiaries receiving reduced food rations and having to sell some of their food to cover non-food items. WFP and UNHCR continued to convey to donors the importance of supporting both

agencies so as to ensure a full package of services that includes protection, food, non-food items, health and education. WFP's Immediate Response Account was increasingly used for refugee and IDP operations over 2006, to stave off breaks in the food pipeline that would otherwise have affected refugees and IDPs. WFP and UNHCR are working together with OCHA to identify where Central Emergency Response Fund grants can best be used to respond to urgent shortfalls in refugee and IDP operations, or to new refugee and IDP emergencies.

As part of ongoing joint advocacy efforts, in February/March 2006, the WFP Executive Director, James T. Morris, the High Commissioner for Refugees and the Executive Director of UNICEF made an historic first joint field trip to the Great Lakes Region of Africa in October to bring attention to the needs of refugees and displaced populations in the region. WFP and UNHCR continue to work together to end child hunger and to improve the nutritional status of refugees.

UNHCR contributed to policy development as well as the compilation of training and awareness-raising materials on protection from sexual exploitation and abuse.

Together with its partners, UNHCR continued to work to combat HIV and AIDS among refugees, IDPs and others of concern. Cooperation with fellow UNAIDS co-sponsors aimed at ensuring the inclusion of refugees and others of concern within the HIV and AIDS policies and programmes of host countries. Together with UNFPA and NGOs, UNHCR also sought to address the interaction between sexual violence, denial of protection and HIV and AIDS in Africa. The Office furthermore worked in partnership with other United Nations agencies to implement a programme to address HIV and AIDS in the workplace, "UN Cares", which complements UNHCR's and sister agencies' own workplace programmes.

UNHCR also participated in the Global Migration Group (GMG), an inter-agency group which includes ILO, IOM, UNCTAD, UNDP, UNDESA, UNFPA, OHCHR, UNODC, WB and UNHCR. Building on an existing inter-agency group with more limited membership – the Geneva Migration Group – the United Nations Secretary-General endorsed the GMG's establishment in early 2006 as a means to improve the overall effectiveness of its members to respond to the challenges of international migration. The GMG contributed to preparations for the General Assembly's September 2006 High-level Dialogue on International Migration and Development.

Bilateral partnerships within the United Nations system

Bilateral collaboration and coordination with a large number of agencies continued to be a key feature of the implementation of UNHCR's mandate. High-level advocacy with WFP yielded positive results in covering the serious gaps in funding of food aid for refugees in a number of countries and in raising awareness about their nutritional needs (see box). UNHCR also joined the "Ending Child Hunger and Undernutrition Initiative" (ECHUI) led by UNICEF and WFP to help reach the first Millennium Development Goal. The High Commissioner was nominated as chair of the Partners Group that provides overall strategic guidance to this initiative.

In 2006, FAO and UNHCR continued to collaborate in assessments and in the promotion of food security for refugees and others of concern. With ILO, the Office focused on specific activities in a number of countries, including Angola, Chad and Liberia, as well as on a possible ILO-FAO-UNHCR initiative for recovery in priority post-conflict situations.

In 2006, 796 United Nations Volunteers (UNVs) (14 per cent of the number of UNHCR staff in the field) were deployed to 70 operations, as compared to 780 deployments in 2005. The number of national UN UNVs also rose to 322 in 2006. The comprehensive memorandum of understanding concluded between UNDP and UNHCR in 2005 provided a more coherent framework for the deployment of UNVs, who have become indispensable, particularly in emergency operations.

In light of the linkages between refugee protection and human rights, UNHCR continued to cooperate closely with OHCHR, and made contributions to the work of the Commission on Human Rights and the Human Rights Council.

In order to ensure that the integrity of asylum is upheld, UNHCR collaborated with United Nations agencies in various ways. For example, the Office cooperated with UNODC in an effort to ensure that legislation promulgated to address national security concerns does not curtail the right to seek asylum. In March 2006, UNHCR provided inputs to the UNODC Expert Working Group on Extradition and Mutual Legal Assistance and was thus able to contribute to UNODC software, currently being finalized, in relation to safeguards where extradition requests concern asylum-seekers and refugees.

The Office also strengthened its cooperation with UNODC and other organizations such as the Organization for Security and Cooperation in Europe (OSCE) to ensure that legislation criminalizing trafficking also includes measures to protect the victims.

Cooperation with other international organizations

IOM is a key partner for UNHCR in operations around the globe and co-leader of the inter-agency cluster on camp coordination and management (with IOM taking the lead in natural disaster situations and UNHCR in cases of conflict-generated displacement). New modalities for bilateral coordination were put in place in 2006, including a working group focusing on North Africa. The agreement between UNHCR and IOM on operational issues was revised in July 2006.

Cooperation between UNHCR and the International Committee of the Red Cross (ICRC) is of crucial importance to both organizations. Collaboration on activities in favour of refugees was more recently expanded to cover IDPs, in tandem with the progressive involvement of UNHCR in situations of internal displacement. Following the annual UNHCR-ICRC high-level meeting in June 2006, a joint note was sent



UNHCR/M. Conway

In Chad, refugees from the Central African Republic are transferred from the border to Gondjé settlement with the help of UNHCR's partner GTZ.

to the staff of both organizations worldwide, outlining the principles guiding their cooperation.

UNHCR's collaboration with the International Federation of Red Cross and Red Crescent Societies (IFRC) was also strengthened through cooperation in co-chairing the inter-agency cluster on emergency shelter. The IFRC created a unit to facilitate this collaboration at the strategic level.

Working with government agencies

Strategic partnerships with development actors are not limited to UN agencies. The best example is the partnership between UNHCR and the Japan International Cooperation Agency (JICA), further strengthened in 2006 in priority countries such as Afghanistan, Chad and Sudan. In Southern Sudan, a joint programme between UNHCR, JICA and the *Deutsche Gesellschaft für Technische Zusammenarbeit* (GTZ) in Juba is helping to promote livelihood skills among the returnees and the local population through a multi-service training centre. This project, which will stretch over several years, is already having a tangible impact and should support the sustainability of return. In Sierra Leone, Sri Lanka and Zambia, ongoing JICA projects which assist returnees or refugee hosting communities were jointly monitored, while in countries

such as Burundi, DRC and Rwanda, the two agencies made efforts to formulate collaborative development projects. In the area of research and analysis, UNHCR and JICA produced a series of reports on post-conflict countries in Africa for the New Partnership for African Development (NEPAD), which became a strong tool to advocate for transitional issues and programmes. Finally, UNHCR's eCentre based in Tokyo was instrumental in strengthening the capacity of JICA staff in the field, as well as that of UNHCR's implementing partners in the Asia-Pacific region, through security related training and other practical workshops (please see the *Strengthening emergency response* chapter for further information).

Working with NGOs

Non-governmental organizations (NGOs) are the single largest group of UNHCR's partners. Strengthened collaboration with NGOs remains one of the best means of ensuring that the basic needs of refugees and others of concern are met. In 2006, UNHCR entered into 1,050 agreements with 645 national and international NGOs and a total of USD 247.7 million was channelled through these NGOs. More than 84 per cent of the funds covered the sectors of legal assistance and protection, agency operational support, shelter and other infrastructure health and nutrition, community services, education, and transport and logistics.



UNHCR/K. McKinsey

UNHCR Goodwill Ambassador Angelina Jolie, on a two-day visit to New Delhi, meeting refugees from Myanmar.

In 2006, UNHCR continued its constructive dialogue and coordination with NGOs. The exchanges provided a more solid ground for implementing UNHCR's policies on protection and operations at the international and local levels. At the same time, an in-depth "interlocutor review" was undertaken to assess how NGO partners and UNHCR staff viewed the overall cooperation with UNHCR. The review concluded that partnerships at the field level should be more inclusive and strategic.

With the concept of partnership moving away from the narrow framework of implementing arrangements, further involvement of NGOs in operational activities was encouraged from the initial stages, such as in needs assessments; programme planning; project monitoring and evaluation. Furthermore, the signing of memoranda of understanding with important NGO partners, such as the Norwegian Refugee Council and OXFAM, and negotiations with the Danish Refugee Council on emergency preparedness, will enable a more predictable response in refugee and IDP situations.

In September 2006, some 329 representatives from 65 national and 95 international NGOs, the United Nations and other international organizations came together at the UNHCR Annual Consultations with NGOs. The Consultations centered around three themes: the asylum migration nexus, UN reform and durable solutions.

The Consultations provided valuable insights and input to the joint NGO statements coordinated by the International Council of Voluntary Agencies (ICVA) at the Executive Committee plenary session. As in previous years, national NGOs attending the Consultations brought detailed and specific country-level perspectives to the debate, were able to network with the larger international NGOs, and met with the Directors and Heads of Desks of UNHCR's regional bureaux in order to discuss policy and operational issues in the respective

regions. Moreover, national NGOs were able to participate in the drafting of and, in some cases, deliver the NGO statements to ExCom.

Goodwill Ambassadors - a far-reaching partnership

UNHCR started to work with Goodwill Ambassadors in the early 1980s, when actors Richard Burton and James Mason were first appointed to make media statements and public appearances for the refugee cause. Using their fame to spread a message of understanding, tolerance, respect and compassion for refugees, UNHCR Goodwill Ambassadors actively help promote the refugee cause throughout the world.

Today, seven UNHCR Goodwill Ambassadors with very different professional and personal backgrounds use their talents and time to advocate for refugees: opera singer Barbara Hendricks (named in 1987); actors Adel Imam (2000), Angelina Jolie (2001) and Osvaldo Laport (2006); designer Giorgio Armani (2002); and singers Julien Clerc (2003) and George Dalaras (2006). In addition, in December 2006, Spanish television presenter Jesús Vázquez was appointed Special Collaborator. In 2006, all Goodwill Ambassadors highlighted the plight of refugees in public events, television shows, radio interviews and popular magazine articles, thanks to their privileged access to mass media, and lent their support to various awareness campaigns, especially around World Refugee Day. They also visited refugees in different countries, and voiced their support for refugees in meetings with world leaders, diplomats, teachers, national and community officials, as well as with the public at large, and have provided important financial support to the Office.

Corporate partnerships

Developing successful corporate partnerships for refugees

Corporate partnership is a key element in the creation of peaceful and stable societies. In this context, UNHCR welcomes sustainable private sector contributors whose support will help the organization establish, implement and expand projects in priority areas and sectors. In 2006, UNHCR strengthened its current corporate partnerships and developed new ones benefiting refugees and others of concern.

Launched in January 2005, UNHCR's Council of Business Leaders consists of high-level representatives from Manpower, Microsoft, Merck, Nike and PricewaterhouseCoopers. These companies have contributed to improving the livelihoods of the most disadvantaged, helping integrate refugees with local communities, increasing job opportunities upon return to countries of origin and boosting economic activity through microcredit initiatives.

The first field mission of the Council of Business Leaders took place in March 2006, with a visit to refugee camps in Kenya, the United Republic of Tanzania and Burundi. The trip met UNHCR's goals of deepening the Council's understanding of refugees' needs and its commitment to helping respond to those needs, as well as garnering extensive external visibility for the refugee cause. The trip was featured on all major TV networks, reaching an estimated 225 million viewers.

The major initiative of the Council of Business Leaders in 2006 was the June launch of the **ninemillion.org** campaign. This campaign, led by UNHCR with founding partners Nike and Microsoft, aims to raise awareness and funds for education and sport programmes for refugee youth. Launched during 2006 World Refugee Day simultaneously in Geneva, London and Washington, the campaign was featured on CNN, BBC and Reuters TV. Nike contributed to the design of the campaign and the website and donated 40,000 footballs, which were distributed to most field operations. The Nike Foundation provided a USD one million matching grant to support the campaign. Microsoft contributed by hosting the website and ensuring its online promotion through MSN and Windows Live during June and July. This innovative campaign uses different interactive web platforms to reach out to the world's youth in order to increase their awareness about refugee children. In October, an online blog (nine-million.spaces.live.com) was launched. Merck invited its employees to join the campaign, while Manpower encouraged its 27,000 employees worldwide to support it by launching local fund-raising initiatives. PricewaterhouseCoopers supported the launch by raising USD 45,000 from its

employees. Thanks to its corporate partners, the **ninemillion.org** campaign received prime media coverage internationally: it was featured prominently in a Times Square billboard in New York in July; during the Manchester versus Arsenal football match in the UK in September; and in various events across the world such as in Japan, Spain and Korea. In July, the campaign received the Corporate Social Responsibility Award along with Greenpeace and General Electric. In November, the campaign was shortlisted for the US Corporate Social Responsibility Award to be delivered in March 2007 in Washington. **Ninemillion.org** raised over USD 1.5 million and received more than two million visitors to its website.

As improving refugee health was a priority for UNHCR in 2006, Merck and the International Council of Nurses continued to support UNHCR in the United Republic of Tanzania and Zambia through the "Mobile Libraries" project containing health information and training components for refugee health workers, with a particular emphasis on malaria and HIV and AIDS prevention. Merck has plans to fund the project across Africa by 2010, and continued to work closely with UNHCR's health specialists on HIV and AIDS prevention, care and treatment during the year.

In 2006, Nike continued to expand the "Together for Girls" project in Dadaab, Kenya. After the floods that affected the Dadaab camps, Nike made an emergency USD 72,000 contribution and reallocated funds from the "Together for Girls" project.

In 2006, UNHCR provided refugees with access to technology and training facilities. With the support of Microsoft, a new community technology access centre opened in July in the Kibondo refugee camp, Tanzania.

To support UNHCR's management, PricewaterhouseCoopers contributed 80 pro bono hours, while Manpower offered services for the first UNHCR Global Staff Survey, with a market value of USD 180,000, and discussions were held on identifying ways to improve UNHCR's human resources management. Through Manpower, UNHCR continued to participate in the Business Consortium Trust and Leadership made up of managers and future leaders of Manpower, Cisco, Unilever, British Telecom and leading academics of the "New World" of business.

In 2006, Statoil continued to support UNHCR's activities, such as improving education and health infrastructure in Azerbaijan and Angola, and also supported the first UNHCR's video game named "Against All Odds", which was launched in Denmark, Sweden and Norway.

In Portugal, the Office received the support from the Millennium BCP bank, which launched a nationwide marketing campaign raising EUR 476,000 in just three months.

Dutch National Postcode Lottery helps refugees in Nepal combat environmental degradation.

The Dutch National Postcode Lottery helps refugees in Nepal combat environmental degradation. Environmental problems exist throughout the world, but are often aggravated in and around refugee camps. Among the most significant problems associated with refugee-affected areas are deforestation, soil erosion, and depletion and pollution of water resources.

In Nepal, the presence of more than 100,000 refugees in six camps has had a serious impact on the environment. The refugees have been cutting firewood for years, and this has become a source of tension with the local population.

In 2006, thanks to funding from the Dutch National Postcode Lottery, UNHCR and its partner *Stichting Vluchteling* (the Dutch Refugee Foundation) were able to launch a project to provide solar cookers worth EUR 720,000 to the refugees in Nepal. After a successful pilot phase, the project is now being launched in all the camps, with the help of the Vajra Foundation, a local NGO. The use of solar cookers not only reduces



Stichting Vluchteling/S. Jonker

the number of trees cut down for firewood; it also reduces the use of costly kerosene and cuts carbon-dioxide emissions from the camps by 50 per cent. The cookers bring a more healthy, sustainable and economical manner of cooking and greater autonomy for the refugees.

In addition to support for this innovative joint project in Nepal, the Dutch National Postcode

Lottery gave UNHCR an unearmarked contribution of EUR 1.3 million in 2006. The Office's partnership with the Postcode Lottery started in 2003. Over the past three years, UNHCR has received more than EUR 5.5 million from the Postcode Lottery for its programmes worldwide.