UNHCR Pakistan:

Community-Based Protection (CBP) Strategy

(2020-2022)

COMMUNITY-BASED PROTECTION (CBP) STRATEGY
2020-2022

INTRODUCTION

UNHCR Pakistan first rolled-out the *Community-Based Protection and Urban Outreach Strategy (2017-2019)* in 2017, which marked a shift in the operation from a focus on individualized case management in favor of community-based programming. The overall goal of the 2017-2019 strategy was for Afghan refugees living in Pakistan to be empowered and have their resilient capacities strengthened, enabling them to minimize their exposure to protection risks and improve their overall protection environment with a specific focus on the most vulnerable.

The initial implementation of the 2017-2019 strategy was largely viewed as positive by refugees and stakeholders in Pakistan, with many noting that CBP initiatives were bringing UNHCR and partners closer to the communities and encouraging increased engagement with both partners and refugee communities.

With the expiry of the 2017-2019 strategy, UNHCR, in collaboration with partners and refugee communities, carefully analyzed the successes and challenges from the first three years of CBP implementation to draft a new strategy which includes clear and relevant priorities, key goals, and suggests preferred approaches.

WHAT'S NEW?

♦ Enhanced **collaboration** during the drafting process to incorporate the experiences and feedback of UNHCR, partners, government, and refugee communities.

♦ Provides a more **holistic interpretation** of CBP, beyond the emphasis on outreach volunteers (OVs) to recognize and coordinate all forms of community-based programs.

♦ Aims to be more **inclusive**, incorporating both non-Afghan refugees and those Afghan refugees living in refugee villages (RVs).

♦ Uses a more straightforward definition of CBP through four distinct strategic priorities to allow for a **stronger understanding** of CBP among a diverse group of stakeholders.

♦ Emphasizes the **mainstreaming** of community-based approaches within all UNHCR sectors and partners.

♦ Encourages **contextualization** at a local level, in close consultation with refugee communities, to most effectively operationalize CBP throughout Pakistan and achieve the goals of the strategy.

♦ Promotes **sustainability** by capacitating refugee communities to directly influence and contribute to the long-term prevention and mitigation of their protection risks.

STRATEGIC PRIORITIES:

ENHANCE OUTREACH AND COMMUNICATION

♦ Diversify communication and outreach mechanisms with refugee communities, both in-person and remotely, with an emphasis on reaching the most vulnerable within communities.

♦ Strengthen confidential community-based feedback mechanisms in refugee communities and ensure appropriate and timely responses from UNHCR and partners.

♦ Increase UNHCR's direct field presence in refugee communities through coordinated, face-to-face outreach sessions and community visits.

ENSURE ACCESS TO NEEDED SERVICES

♦ Support refugees to access available public services, including education, health services, and livelihoods through advocacy and assistance to government partners.

♦ Strengthen community referral pathways through regular and up-to-date information sharing and a capacitated network of outreach volunteers.

♦ Enhance UNHCR and partners' capacity to identify and provide direct support and assistance to persons with specific needs.

PROMOTE EMPOWERMENT LEADING TO SELF-RELIANCE

♦ Support refugee communities to identify and address their needs through community-led initiatives, including through seed funding and mentoring from UNHCR and partners.

♦ Ensure that refugees are able to meaningfully participate in discussions related to UNHCR and partners' programming, including the prioritization of needs, planning, and monitoring of activities.

♦ Promote self-reliance within refugee communities and reduce dependence on external assistance.

STRENGTHEN PARTNERSHIPS AND COORDINATION

♦ Expand partnerships with new and diverse stakeholders to support refugees during their stay in Pakistan, including through private sector, civil society, academia, religious leaders, etc.

♦ Strengthen coordination mechanisms between partners and stakeholders working with refugees to ensure consistent and coordinated approaches to outreach, advocacy, and the provision of services.

♦ Foster a 'community of practice' of CBP approaches in Pakistan through regular dialogue, capacity building, and collaborative initiatives between stakeholders, including refugee communities.

BACKGROUND

In recent years, UNHCR and other humanitarian actors have worked to strengthen rights-based approaches in the delivery of protection programs and assistance. Such approaches are being adopted to ensure that all persons of concern can enjoy their rights on an equal footing and are able to meaningfully participate in the decisions that affect their lives. Throughout displacement, communities themselves act as 'first responders' and are often already providing needed protection mechanisms within their communities. Community-based protection (CBP) seeks to build upon these capacities to sustainably support the needs of communities rather than simply treating communities as passive 'beneficiaries.' It should be strongly noted, however, that while CBP builds on existing capacities and encourages communities to become self-reliant, it does not expect communities to be completely self-sufficient. The formal protection mechanisms provided by UNHCR, the Government of Pakistan, and NGO partners are imperative to ensure the success and sustainability of CBP activities. Long-term and sustainable improvements in the lives of persons of concern can only be achieved through close partnership and collaboration between refugee communities, UNHCR, and other stakeholders.

In line with these shifts in the humanitarian field, UNHCR Pakistan first rolled-out the *Community-Based Protection and Urban Outreach Strategy (2017-2019)* in 2017. The 2017-2019 strategy sought to prioritize community-based approaches and coordinate UNHCR Pakistan to operationalize CBP. The overall goal of the *Community-Based Protection and Urban Outreach Strategy (2017-2019)* was for Afghan refugees living in Pakistan to be empowered and have their resilient capacities strengthened, enabling them to minimize their exposure to protection risks and improve their overall protection environment with a specific focus on the most vulnerable. In order to achieve this goal, the 2017-2019 strategy set forth four priorities:

CBP STRATEGIC PRIORITIES: 2017-2019

1. Developing organizational, partners', and Afghan refugees' capacities in community-based protection and outreach;
2. Building efficient and effective community-based outreach and referral pathways;
3. Establishing a system-wide referral network of protection services;
4. Putting Afghan refugee communities at the center of action to prevent and respond to protection risks.

METHODOLOGY

The *Community-Based Protection and Urban Outreach Strategy (2017-2019)* came to a close in 2019. UNHCR's CBP teams throughout Pakistan were tasked with drafting a new strategy to run for the next three-years, from 2020-2022. In hopes of taking a holistic and collaborative approach to develop the new strategy, UNHCR Pakistan prioritized the following activities:

♦ An **anonymous all-staff survey** was shared with diverse UNHCR staff from all sectors on GoogleForms aimed at obtaining diverse feedback about the CBP approach, the understanding of staff about community-based approaches, and to gauge our effectiveness in the four priority areas of the 2017-2019 strategy.

♦ **Regional consultations** were held throughout Pakistan, including in Islamabad, Peshawar, and in Quetta. UNHCR staff, NGO partners, and government stakeholders were invited to these consultations where discussions were held to decide on the priorities of the new strategy as well as suggested approaches.

♦ **Focus Group Discussions (FGDs)** were held with refugee communities throughout Pakistan utilizing standardized questionnaires on their understanding of community-based protection and what they would like to see incorporated into the new strategy. FGDs were held using an AGD approach to incorporate the feedback from diverse members of refugee communities, including elders, community leaders, *shuras*, outreach volunteers, women's groups, mothers' groups, DAFI scholars, etc.

♦ A **Drafting Workshop** took place in Islamabad with UNHCR CBP staff members to consolidate the inputs from the regional consultations and FGDs and to collaboratively decide on key focus areas of the 2020-2022 strategy.

♦ The **drafting and review process** took place in December 2019 and solicited feedback from UNHCR's senior management, UNHCR staff including protection, programme, and sector specialists, NGO partners, among others.

CONTEXT

Remaining Registered PoR cardholders in Pakistan

Total No. of Afghan Refugees (PoR cardholders) in Pakistan: **1,412,576**

- Women & Children: **71%**
- Children: **48%**
- Male: **54%**
- Female: **46%**

Gilgit Baltistan: 5
KP: 820,423 (58%)
A.K: 4,285 (0.3%)
Islamabad: 33,845 (2%)
Punjab: 165,815 — 12%
Balochistan: 324,290 — 23%
Sindh: 63,913 — 5%

In Refugee Villages 32%
Outside Refugee Villages 68%
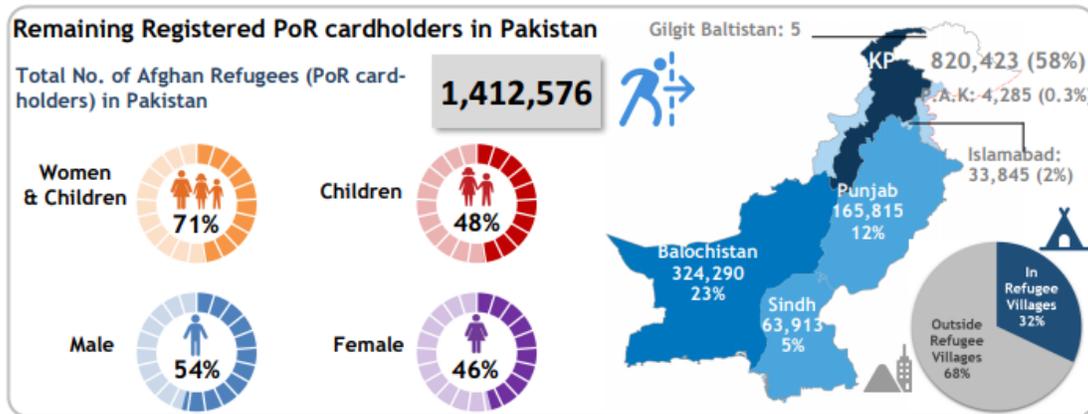
Since the Soviet invasion of Afghanistan in 1979, Pakistan has generously hosted millions of Afghan refugees. Today, Pakistan hosts over 1.4 million Afghan refugees within its borders, as well as a small number of non-Afghan refugees and asylum seekers from countries such as Somalia, Iraq, Palestine, and Iran. The vast majority of Afghans are registered as refugees by the Government of Pakistan and provided with "Proof of Registration" (PoR) cards to facilitate their legal stay in Pakistan. Other persons of concern, including both Afghans and non-Afghans, are registered by UNHCR as mandate refugees and asylum seekers and provided with UNHCR-issued documentation.

Pakistan is not a party to the 1951 Convention relating to the Status of Refugees or its 1967 Protocol, nor has it enacted a domestic legal framework for the protection of refugees and asylum seekers. Despite the absence of a legal framework for refugees, the Government of Pakistan has worked to improve the protection environment for the 1.4 million registered Afghan refugees and introduced measures aimed at strengthening refugee protection.

Afghan refugees were initially housed in refugee camps established by the Government of Pakistan with the support of UNHCR. Over the years, the camps evolved into Refugee Villages (RVs) that began to appear much like other villages in Pakistan. Following the reduction of food rations in the mid-1990s, Afghan refugees increasingly moved to urban and peri-urban areas in search of economic opportunities and other essential services. Today, an estimated 68% of Afghan refugees live in urban/semi-urban localities, whereas 32% continue to reside in the remaining 54 refugee villages. Throughout Pakistan, refugees enjoy access to basic services, including healthcare and education, through government sectoral service providers, and many are able to work in the informal sector.

UNHCR currently maintains a country office in Islamabad, two sub-offices in Peshawar and Quetta, as well as a field presence in Haripur and Kohat, Khyber Pakhtunkhwa; Loralai and Chaghi, Balochistan; and Karachi, Sindh. UNHCR partners with several organizations to carry out community-based protection activities, including the Community Development Unit (CDU) of the provincial Commissionerates for Afghan Refugees (CAR), the Society for Human Rights and Prisoners Aid (SHARP), the Water, Education, and Sanitation Society (WESS), Drugs and Narcotics Educational Services for Humanity (DANESH), and the International Catholic Migration Commission (ICMC).

COMMUNITY-BASED PROTECTION IN PAKISTAN

The 2017-2019 CBP Strategy proved to be a valuable tool to assist UNHCR Pakistan in conceptualizing and operationalizing CBP. As a result, UNHCR Pakistan, together with partners and refugee communities, achieved several positive outcomes, including the mobilization and training of nearly 1,700 Outreach Volunteers (OVs) throughout Pakistan utilizing training modules and facilitation guides developed by the organization and translated into the main refugee languages. UNHCR Pakistan and partners also conducted social and physical mapping in key focus areas, resulting in the development of an online service directory as well as community 'pocket guides' to facilitate refugees' access to needed services. In addition, organizational capacities were strengthened around CBP approaches through national and provincial level workshops, staff trainings, and other capacity building initiatives. By the end of the 2017-2019 strategy, UNHCR Pakistan also started implementing communal places and community-led initiatives in certain areas.

The initial implementation of the 2017-2019 strategy was largely viewed as positive by refugees and stakeholders in Pakistan, with many noting that CBP initiatives were bringing UNHCR and partners closer to refugee communities and encouraging deeper engagement. However, feedback also noted a few areas of focus for future interventions:

- Many stakeholders struggled to 'define' CBP or explain the core components and actions that facilitated a CBP approach. This led to some confusion within communities and among stakeholders as to what exactly CBP entails.
- Many cited that the initial implementation of CBP was too narrow, with the primary focus being the development and facilitation of the outreach volunteer (OV) network, which largely sidelined traditional community structures, including elders and *shuras*, and created unnecessary competition between the groups. The need to engage in diverse and holistic community-based approaches moving forward was strongly noted.
- CBP was largely seen as a set of activities implemented by a single unit rather than the responsibility of all sectors engaging within refugee communities. There is a strong need to highlight the importance of considering the key principles of CBP as a 'lens' that should be used in all actions with refugee communities, regardless of organizational or sectoral responsibilities.
- The 2017-2019 strategy was intended for use with Afghan refugees residing in urban areas. Many participants noted a need for a more inclusive strategy that accounts for refugees living in Refugee Villages (RVs) as well as the small number of non-Afghan refugees. It was raised that the approaches in these areas may be different and require further contextualization due to the unique capacities and challenges within these groups.
- The 2017-2019 strategy was viewed as prescriptive, forcing a rigid and standardized implementation of CBP throughout Pakistan despite vast cultural and contextual challenges. A more flexible strategy that can be contextualized at a field level, based on inputs and feedback from refugee communities, was recommended.

GUIDING PRINCIPLES

Community Based Approach

Community-Based Approach: The community-based approach is at the core of CBP work and emphasizes the community's self-determination and capacity but does not remove the need for formal protection mechanisms or imply that communities are expected to be completely self-sufficient. The community-based approach seeks to engage communities meaningfully and substantially in all aspects of programs that affect them, strengthening the community's leading role as a driving force for change. Too often, staff members consult communities or their representatives about concerns they have, but then develop and implement projects without the further involvement of the concerned community. A community-based approach must involve affected groups at every stage: in assessment, diagnosis, prioritization, design, implementation, monitoring and evaluation. (Protection Policy Paper: Understanding Community-Based Protection, 2013)

Do No Harm

Do no harm: The do no harm principle was developed in response to a growing recognition of the potential negative effects of aid and obliges UNHCR to prevent and mitigate any negative impact of its actions on affected populations. Often, unintended harm can be caused by humanitarian interventions when there is a lack of knowledge about the contexts in which we work, a lack of thought about the unintended impacts of projects, and failure to mitigate unintended harm. To adhere to the do no harm principle, thorough contextual and risk analyses should be undertaken for all interventions, considering the positive and negative consequences of any intervention on the rights of the persons of concern, the social fabric and relationships within a community, the local economy and livelihoods and the environment. (UNHCR Emergency Handbook, 2011)

Age, Gender, and Diversity Mainstreaming (AGDM)

Age, Gender, and Diversity Mainstreaming (AGDM): Issues of exclusion, including gender, physical disability and social status are often major barriers to the effective implementation of CBP, limiting its scope and effectiveness. Hence, the AGDM approach will be at the heart of all the work under the CBP and outreach strategy. This approach recognizes that different groups within any refugee population have varying interests, needs, capacities and vulnerabilities, and seeks to ensure that these are taken into full account in the design of UNHCR's programming. It will assist to map and respond to the specific situation of refugee groups such as women, children, older persons, persons with disabilities, children, and ethnic minorities. (2017-2019 Community-Based Protection and Outreach Strategy for Afghan Refugees, 2017)

Rights-Based Approach

Rights-Based Approaches: A rights-based approach is founded on the principles of participation and empowerment and enables communities to exercise their rights and comply with their duties. It identifies rights-holders (women, girls, boys, and men of concern) and duty-bearers (principally the State and its agents) and seeks to strengthen the capacities of rights-holders to make their claims and of duty-bearers to satisfy those claims. This requires an attitudinal shift in how we work with and for persons of concern: They are no longer viewed as beneficiaries of aid, but as rights-holders with legal entitlements. (A Community-Based Approach in UNHCR Operations, 2008).

Accountability to Affected Populations (AAP)

Accountability to Affected Populations (AAP): Accountability to affected populations can be understood as an active commitment by humanitarian actors and organizations to use power responsibly by taking account of, giving account to, and being held to account by the people they seek to assist. It refers to the responsible use of power in humanitarian action, combined with effective and quality programming that recognizes the dignity, capacity, and abilities of communities of concern. CBP activities by UNHCR and partners must incorporate AAP, aiming to ensure that all sections of populations of concern have equitable and non-discriminatory access to protection and assistance programs, and a say in decisions that affect their lives. (UNHCR Emergency Handbook, 2011)

Engagement of Host Government

Engagement and Support of Host Government: Collaboration and a firm partnership with the Government of Pakistan (GoP) for CBP and urban outreach work is a prerequisite to ensure the sustainability of community-based protection in Pakistan. The GoP's advocacy will play a key role in the joint initiatives aimed at the inclusion of refugees' needs in government policies and initiatives. Direct links between the community-based mechanisms of refugee communities and the state's protection structures will help build the foundation for achieving sustainable results moving forward. (2017-2019 Community-Based Protection and Outreach Strategy for Afghan Refugees, 2017)

MAINSTREAMING COMMUNITY-BASED PROTECTION

The refugee situation in Pakistan is complex and protracted requiring a coordinated and multi-sectoral response to address the key protection and assistance needs of refugees and to promote their self-reliance. Much like other interventions, CBP is not the responsibility of one organization, sector, or unit. Rather it depends on various sectors working together to promote a community-based approach throughout the programming cycle.

All units throughout UNHCR Pakistan's operation, as well as partner agencies, have a role to play incorporating the principles and priorities of the community-based protection strategy and to actively carry out activities while using an approach aimed at facilitating individuals and communities to achieve respect for their rights in safety and dignity.

At a minimum, all sectors can seek to ensure a community-based approach by:

♦ Coordinating between various sectors around participatory methods, the development of partnerships, monitoring, evaluation, and reporting;

♦ Promoting the meaningful participation of refugee communities, with an emphasis on vulnerable groups, in the prioritization of their needs and the planning, design, implementation, and monitoring of programs;

♦ Adhering to the *do no harm* principle and ensuring any program does not place people at risk and mitigates any potential negative consequences within the communities;

♦ Utilizing full transparency in program design, selection, and implementation with communities and partners;

♦ and encouraging a non-discriminatory approach and ensuring that AGD methodologies are effectively incorporated to minimize potential biases in any program at an organizational and community level.

CBP Mainstreaming and a multi-sectoral approach requires a holistic understanding of community-based protection as a starting point for action. This builds on the unique capacities of each collaborating sector and effectively utilizes sectoral specializations to meet the program's goals.

In order to highlight the multi-sectoral nature of CBP, this strategy references cross-sectoral linkages under each strategic priority. The icons below correspond to a specific sector within UNHCR's office. The icons for sectors relevant to the work under each strategic priority can be found in the 'Sectoral Linkages' box. In addition, the related annexes strongly encourage and promote the need for cross-sectoral and multifunctional approaches for CBP work throughout the operation.

GENERAL PROTECTION	CBP AND FIELD OUTREACH	EDUCATION
HEALTH	CHILD PROTECTION	INFORMATION MANAGEMENT
LIVELIHOODS	SEXUAL AND GENDER-BASED VIOLENCE	PUBLIC INFORMATION

STRATEGIC PRIORITY #1:
ENHANCE OUTREACH AND COMMUNICATION

> **ℹ** Regular sharing and feedback of compelling and relevant information between stakeholders, service providers, and refugee communities with the aim of empowering communities with the confidence, skills and resources to identify and resolve their persistent challenges and vulnerabilities.

KEY GOALS:

♦ Communities have access to accurate, coordinated, and timely information from UNHCR and partners through **diversified mechanisms of communication and outreach**, including both in-person and virtual, designed and implemented with a specific focus on reaching the most vulnerable within communities, including women, persons with specific needs and the elderly.

♦ Refugee communities are aware of and able to access available **community-based feedback mechanisms** to confidentially share their concerns, challenges, and needs and receive a timely and appropriate response from UNHCR and other stakeholders.

♦ **UNHCR's direct field presence in refugee communities** is increased through coordinated face-to-face outreach sessions and regular community visits throughout Pakistan, employing an age, gender, and diversity (AGD) approach.

RELEVANT ANNEXES:

♦ Annual provincial action plan
♦ CBP Reporting Template
♦ RBM Indicator Matrix
♦ Guidance Notes: Outreach Volunteers
♦ Guidance Note: Communal Places
♦ Guidance Note: Communication with Communities

SECTORAL LINKAGES:

APPROACHES:

◊ Organize and facilitate regular and predictable face-to-face meetings and community discussions with focal points within refugee communities, including outreach volunteers, s*huras*, community leaders, elders, community committees, women's groups, and others.

◊ Strengthen engagement and networking with community representatives who have not previously been a concerted focus of UNHCR's CBP activities, including traditional and religious leaders, host communities, teachers, local administrators and women and girls, etc.

◊ Develop and implement innovative and creative mechanisms to share information with refugee communities that complement face-to-face outreach activities, including the enhanced use of social media (Facebook, WhatsApp, etc.), community announcements, mobile phones, schools, print media, government offices, health clinics, and existing community structures.

◊ Strengthen confidential mechanisms to facilitate community feedback on the services provided by UNHCR and partners, including through protection helplines, complaint boxes, e-mail inboxes, etc. based on community preferences. Feedback mechanisms should be well-known to the community and include predictable and relevant responses at both an individual and community level. UNHCR and partners should utilize such feedback to evaluate the effectiveness of available services to improve response.

◊ Increase the number of communal places and community centers within refugee communities where refugees can share information and discuss issues. Communal places should additionally be supported to become 'information hubs' within the refugee community where information can be posted and disseminated, allowing for easy access to refugee communities.

◊ Enhance coordination with all relevant stakeholders involved in the refugee sector in Pakistan to map existing information sharing mechanisms and to ensure consistent and holistic messaging to refugee communities by all parties.

STRATEGIC PRIORITY #2:
ENSURE ACCESS TO NEEDED SERVICES

Support refugee communities to access a range of services to address their needs and vulnerabilities, either directly or through community referral pathways. In situations when services are unavailable or inaccessible to refugees, UNHCR and partners will continue to provide direct services and advocate for the inclusion of refugees in national systems.

KEY GOALS:

♦ In line with UNHCR Pakistan's health, education, and livelihoods strategies, refugees and asylum seekers are able to **access available public services throughout Pakistan**, reinforced through appropriate advocacy, including at a grassroots level, and by the provision of support to government agencies as required.

♦ **Community referral pathways** are strengthened through the regular dissemination of up-to-date information to refugee communities and outreach volunteers about available services within their communities and how to access them.

♦ UNHCR and partners' capacity to identify vulnerable individuals with specific needs is enhanced, and **targeted direct support and assistance** is provided, including emergency cash assistance, health assistance, case management for child protection and SGBV, emergency shelter, and durable solutions, as required.

RELEVANT ANNEXES:

♦ CBP Reporting Template
♦ RBM Indicator Matrix
♦ Guidance Note: Outreach Volunteers
♦ Guidance Note: Communication with Communities
♦ Guidance Note: Communal places

SECTORAL LINKAGES:
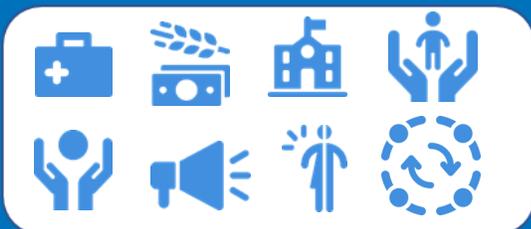
APPROACHES:

◊ Develop information and sensitization materials for refugee communities on available services within their communities and disseminate widely with community leaders, focal points, outreach volunteers, schools, communal places, and other community structures.

◊ Maintain a multi-tiered advocacy approach with government and civil society partners to ensure refugees' continued access to services, including enhanced efforts for advocacy with local counterparts within communities, including hospitals, schools, and law enforcement agencies.

◊ Build the capacity of partners and community structures to identify, support, and refer individuals with severe vulnerabilities to available services within the community, and ensure appropriate referral pathways to UNHCR and partners if services are unavailable or inaccessible for urgent or emergency vulnerabilities.

◊ Proactively identify and maintain data on persons with specific needs (PWSN) within refugee communities to inform community-level interventions to address and mitigate the risks associated with the specific need.

◊ Support identification and case management systems within UNHCR and partners to provide targeted support for the most vulnerable refugees within communities, including SGBV survivors, survivors of violence and torture, unaccompanied and separated children and refugees with severe medical needs.

STRATEGIC PRIORITY #3:
PROMOTE EMPOWERMENT LEADING TO SELF-RELIANCE

Meaningful partnership with refugee communities, with a concerted focus on women, girls, and youth, to be capacitated to claim their basic rights with the aim of supporting communities to harness their own strengths to meet their essential needs.

KEY GOALS:

♦ Refugee communities are supported to identify and prioritize their needs and to **plan community-led solutions and initiatives** which can be supported through seed-funding and mentoring from UNHCR and partners.

♦ Refugee communities are encouraged and capacitated to **meaningfully participate in discussions** relating to the interventions that directly affect their lives, including the prioritization of their needs, advocacy, planning, and monitoring of the activities of UNHCR and partners.

♦ Refugee communities' dependence on UNHCR and partner organizations is reduced through behavior change communication activities that **promote self-reliance within refugee communities**.

RELEVANT ANNEXES:

♦ CBP Reporting Template
♦ RBM Indicator Matrix
♦ Guidance Notes: Outreach Volunteers
♦ Guidance Note: Communal Places
♦ Guidance Note: Communication with Communities
♦ Guidance Note: Community Led Initiatives

SECTORAL LINKAGES:

APPROACHES:

◊ Support refugee communities to identify gaps in services and advocacy priorities through systematic participatory engagement with stakeholders and UNHCR with an AGD focus.

◊ Encourage refugee community representatives to become actively involved in the planning, implementation, and monitoring of UNHCR and partners' protection activities within their communities and incorporate their feedback and views throughout all stages of programming.

◊ Ensure that UNHCR and partners are providing appropriate support, capacity building, and mentoring to community representatives, to ensure their meaningful involvement and participation in programming.

◊ Provide funding and mentoring to community representatives who apply for with seed-grants to carry out community-led projects, allowing refugees to identify, plan, and respond to their own needs through sustainable interventions and protection projects.

◊ Empower existing community structures and ensure that capacity building is also aimed towards traditional leaders, *shuras*, and other key actors, and not just the outreach volunteer network, to minimize competition between the groups.

◊ Explore opportunities and programming to increase female participation in community structures, including through leadership opportunities, livelihoods trainings, the establishment of communal places, etc. in the hope of reducing the cultural barriers to women and girls' full participation in community life.

◊ Conduct a thorough strengths-based participatory assessment at the beginning of the implementation of this strategy to obtain a baseline of the community's perceptions, particularly as it relates to self-reliance and dependency on UNHCR and partner agencies.

◊ Work to ensure the meaningful participation and leadership of refugee youth in community development activities, including through the establishment of youth groups and peer-to-peer support networks.

STRATEGIC PRIORITY #4:
STRENGTHEN PARTNERSHIPS AND COORDINATION

Foster and strengthen meaningful partnerships with a diverse range of stakeholders, including refugee communities themselves, to better plan and coordinate responses and to build a strong support system for refugees and host communities in Pakistan.

KEY GOALS:

♦ **New and diverse partnerships** are identified and expanded to support refugees during their stay in Pakistan, including through private sector, civil society, academia, host community, religious leaders, government line departments, among others.

♦ **Coordination mechanisms** between stakeholders in Pakistan's refugee sector are strengthened to ensure consistent and coordinated approaches to outreach, information sharing, provision of services, and advocacy.

♦ A '**community of practice**' of CBP approaches in Pakistan is capacitated through regular dialogue, training and capacity building, and other collaborative initiatives between various stakeholders, including UNHCR, partners, government entities, and refugee communities.

RELEVANT ANNEXES:

♦ Annual provincial action plan
♦ CBP Reporting Template
♦ RBM Indicator Matrix
♦ Guidance Note: Communication with Communities

SECTORAL LINKAGES:

APPROACHES:

◊ Ensure continued and comprehensive capacity building activities for refugee communities, stakeholders, and UNHCR staff on community-based approaches, principles, and concepts with an AGD focus with the aim of promoting the effective mainstreaming of community-based approaches in all aspects of programming and with diverse partners.

◊ Facilitate regular and predictable coordination meetings between UNHCR and stakeholders to strengthen coordination within the refugee sector and ensure consistent information sharing. Where possible, refugee communities themselves should be present during such discussions to ensure that their voice is heard and incorporated into planning.

◊ Identify and outreach to new stakeholders who may not yet be working with refugee communities but could provide support in different ways. Ensure adequate relationship-building and stewardship to welcome diverse stakeholders into the refugee sector.

◊ Strive to sign Letters and/or Memorandums of Understanding with new partners and service providers that adequately outline expectations and partnership to ensure additional support to refugees and host communities.

◊ Strengthen advocacy and relationship building initiatives to encourage the inclusion and acceptance of refugees into services and programs, in particular, through the development and maintenance of strong relationships with government counterparts.
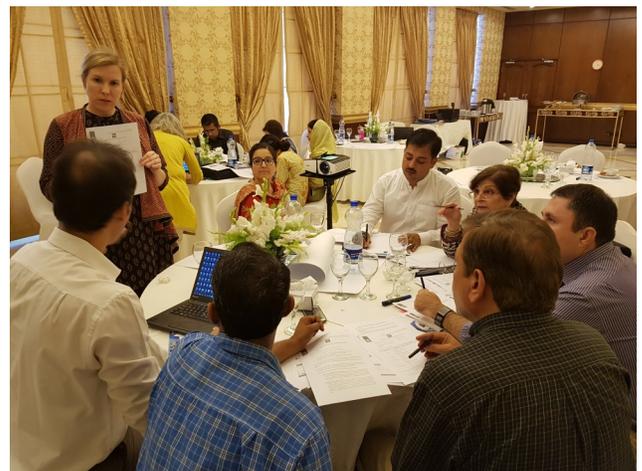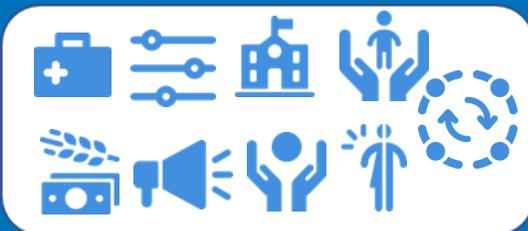
ACCOUNTABILITY AND LEARNING

Accountability and learning are the community-based and participatory processes for monitoring and evaluation. Learning is an essential component of the process of implementing protection programming through a community-based approach. Throughout Pakistan, each refugee-hosting location has unique strengths and challenges, and the approaches of UNHCR and partners must be appropriately contextualized based on feedback, lessons learned, and available resources. The regular documentation of the successes and challenges of past interventions can help UNHCR and other stakeholders to be better prepared and more effective in future interventions.

Community-based protection requires flexibility and creativity to allow for course correction should participatory monitoring reveal that certain approaches are not successful, inclusive, or appropriate. Open and transparent review of past CBP approaches is critical to incorporate successes and mitigate against failures for ongoing and future CBP activities. Key to this flexibility is the space and capacity of staff to constructively and critically review prior actions and be open about both successes and failures to be more effective and accountable to the people we serve.

As such, new approaches are recommended throughout the implementation of the new strategy, including:

- The regular and systematic **qualitative documentation and critical evaluation** of CBP approaches, including both positive and negative outcomes, for learning, replication, and adaptation.
- Ongoing **participatory monitoring** in partnership with the community, including systematic documentation, analysis, reporting, and feedback to persons of concern throughout the programme cycle to inform planning, course corrections, and evaluate the impact of CBP.
- Regular **constructive internal reviews** of CBP approaches throughout the duration of the 2020-2022 strategy, including annual retreats with UNHCR staff and partners, and ongoing reporting. Such reviews should be conducted on an annual basis, in line with the annual provincial action plan (annex A).
- A **strengths-based participatory assessments** to be undertaken throughout the 2020-2022 strategy to more accurately determine baseline perceptions and progress towards achieving the goals of the strategy.
- Ensure clear links between participatory evaluation and assessment results and planning and reporting by UNHCR and partners, including **regular and consistent feedback** to refugee communities.

ANNEXED DOCUMENTS

Several annexed documents have been developed to support and operationalize the 2020-2022 CBP strategy. The documents not only seek to harmonize the approaches and tools for CBP across all three offices and with partners. These annexes should be considered a core component of the 2020-2022 strategy, and their use should be monitored and regularly reviewed:

♦ **Annual Provincial Action Plan:** At the beginning of each year, colleagues in each office will be required to complete the Annual Provincial Action Plan on how to most effectively contextualize and implement this strategy in their areas of operation. The Annual Provincial Action Plan will require staff to detail the specific activities, responsibilities, and indicators that will guide each office in operationalizing this strategy and achieving the stated goals. The action plan should be completed in consultation with diverse sectors, partners, and with the participation and feedback of the refugee communities.

♦ **Results-Based Management (RBM) Indicator Matrix:** At present, UNHCR Pakistan monitors CBP activities in the country operations plan (COP) through the impact indicator, '*Extent persons of concern are represented in leadership management structures,*' and '*Community mobilization strategy developed and implemented (yes/no).*' These indicators ask staff to determine, on a scale of 100%, the implementation of CBP. The indicator matrix provides more context-specific guidance on determining the extent of CBP implementation against these indicators. The indicator matrix ensures that each office is using standardized criteria to report on the RBM framework, ensuring consistency among each office.

♦ **Standardized CBP Reporting Templates:** To more effectively report on CBP, for both internal and external audiences, monthly and annual reporting templates with standardized definitions and data points are included for use across the operation. These reports should be completed at a field-office level and compiled at the country-office for use in UNHCR fact-sheets and the CBP Monthly Update for the Pakistan operation as a whole.

♦ **Guidance Note: Outreach Volunteers**: As a key tool used to operationalize CBP, outreach volunteers have proven effective to outreach to communities and ensure community-level referrals. The guidance note on outreach volunteers aims to ensure a standardized approach towards outreach volunteers in all three offices, including terms of reference (TORs), qualifications, required training, incentive packages, and reporting requirements.

♦ **Guidance Note: Communal Places and Community Centers:** Through experiences in Balochistan and Khyber Pakhtunkwa, the establishment of communal places has been a positive practice that supports communities to gather, discuss, and obtain information. In addition, the guidance note defines 'communal places' and 'community centers' and establish the key criteria for each. This strategy views communal places as a key approach for CBP over the next three years. The guidance notes details lessons learned from the initial implementation of communal places, including sample letters of understanding, suggested materials, and strategies on the maintenance and management of such places.

♦ **Guidance Note: Communication with Communities:** The need to diversify and strengthen how UNHCR communicates with communities has been regularly cited as an area for improvement for UNHCR in the coming years. The guidance note includes various forms of communication, the suggested audience, and in what situations UNHCR and partners should utilize that form, based on participatory feedback from the community. In addition, the note also details responsibilities and recommendations to streamline messaging to ensure consistency and coherence. This guidance note also includes key actions to help strengthen engagement with existing community structures, including *shuras*, community elders, and other key stakeholders within refugee communities.

♦ **Guidance Note: Community-Led Initiatives:** In order to empower refugee communities to contribute to their own protection, UNHCR hopes to provide modest seed-grants to refugee community members who have identified problems with their communities and come up with realistic and sustainable solutions. The goal of these community-led initiatives is for refugees to be involved throughout all aspects of the project, including the identification, design, planning, implementation, monitoring, and reporting. The guidance note seeks to establish harmonized guidelines and documentation for these projects to be used by all offices.