

ANNEX 7

General division of responsibilities

Country operations, Regional Bureaux and Headquarters are encouraged to put in place mechanisms for advancing complementary pathways in alignment with the vision set out in the [2030 Roadmap](#) and the current Operational Guidelines, as well as UNHCR's commitments under the [GCR](#) and the [UNHCR Strategic Directions 2022-2026](#). These mechanisms may need to be adapted to reflect specific context, operational capacity and the recommended roles described in the table below. The table contains suggestions regarding the pathways-related activities of Headquarters, Regional Bureaux and Country Operations.

	Headquarters (DIP, RCPS)	Regional Bureaux	Country Operations
Data and evidence	<p>Provide support to Bureaux to ensure that operational data is being recorded in proGres (consistent with the guidance set out in UNHCR's Operational Guidance Note) and take responsibility for compiling, sharing and improving the quality of the complementary pathways global dashboard.</p> <p>Support Regional Bureaux and Country Operations in troubleshooting challenges surrounding data collection in the field, and initiate/lead discussions around continuously improving the quality of pathways data and evidence-informed programming.</p> <p>Through partner networks, support States to develop harmonized and consistent practices around recording pathways admission data.</p> <p>Develop and lead advocacy around improving State reporting on complementary pathways admissions and departures.</p> <p>Maintain a knowledge base of trends surrounding internal perceptions, attitudes and information needs on complementary pathways by UNHCR colleagues.</p>	<p>Support Country Operations to socialize and implement UNHCR's Operational Guidance Note on recording pathways in proGres, and to ensure adherence to other important guidelines including UNHCR's Data Protection Policy. This could require ongoing trainings and capacity building.</p> <p>Develop and lead strategy on collecting regional profiling data to understand the potential role of complementary pathways as solutions.</p> <p>Compile and analyse data from Country Operations to produce fact sheets, sitreps, lessons learned, best practices and other promotional forms of advocacy highlighting UNHCR's work on complementary pathways.</p> <p>Identify evidence gaps and information needs about complementary pathways, and proactively respond through targeted data collection and/or research. This could include regular protection monitoring, and/or other forms of harmonized data collection throughout the region.</p>	<p>Ensure complementary pathways activities are systemically recorded in proGres in accordance with UNHCR's Operational Guidance Note. This requires that staff working across all protection and registration functions are familiar with the guidance.</p> <p>Continuously verify and update profiling data on refugee populations, including through bulk updates of proGres and harnessing alternative data-collection platforms like KoBo, self-service kiosks or community surveys.</p> <p>Ensure the implementation of UNHCR's Data Protection Policy in the handling of complementary pathways cases, including (where appropriate) by developing data-sharing agreements with key partners.</p> <p>Monitor the impact and outcomes of existing and emerging pathways programmes. This may include looking at access issues, solutions, fraud and integrity, new risks (i.e. do no harm), and other longitudinal impacts of programmes. Identifying and working with individual cases to provide valuable feedback on the barriers and limitations faced in pathways can inform UNHCR's advocacy efforts.</p>

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Advocacy	<p>Monitor State practices globally to share best practices, initiatives and lessons learned that support efforts around increased flexibility and protection-informed pathways.</p> <p>Maintain close dialogue with State partners, donors, NGOs, private sector and other key partners to provide timely information and reports on developments.</p> <p>Produce internal global advocacy and communication lines to promote consistent organizational messaging around pathways. This includes creating content to highlight particular issues in line with the global advocacy strategy and making information accessible for an online global audience.</p> <p>Take responsibility for the regular production of the complementary pathways global dashboard, with accompanying qualitative analysis of trends.</p> <p>Receive relevant information and developments concerning challenges, State practices, case studies, and initiatives from Regional Bureaux and compile reports/tools for the purposes of building evidence for effective internal and external advocacy.</p>	<p>Receive and compile regional data on UNHCR operational assistance in the area of complementary pathways from Country Operations.</p> <p>Conduct analysis and produce regular quantitative and qualitative reports on trends around complementary pathways.</p> <p>Ensure close dialogue with, and provide accurate and timely information and reports to, donors, States, NGOs and other relevant members of communities of practice.</p> <p>Relay evolving information, including challenges, successes, practices and trends, between Headquarters and Country Operations.</p> <p>Encourage the intensification of communication efforts and the development of communication strategies to raise the visibility of pathways. This includes producing advocacy and communication materials such as regional fact sheets showing complementary pathways trends, challenges, State practices, case studies and initiatives from Country Operations.</p>	<p>Monitor and share information with Regional Bureaux on State practices, context-specific challenges and associated risks, initiatives and case studies to assist in building an evidence base for advocacy efforts.</p> <p>Include complementary pathways trends within regular country-level fact sheets, sitreps and communications (where capacity and needs exist, produce dedicated communication material on the topic).</p> <p>Contribute ideas and tools to the Complementary Pathways Community of Practice and relevant Teams channels, for the benefit of other colleagues working on pathways.</p>

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	Headquarters (DIP, RCPS)	Regional Bureaux	Country Operations
Coordination and support	<p>Identify and manage relationships with global partners and encourage network building, knowledge-sharing and referral platforms to ensure the agenda of complementary pathways builds in visibility and priority.</p> <p>Convene and coordinate routine global fora bringing together complementary pathways partners to synthesize and advance work.</p> <p>Actively participate in other relevant fora to assist in the coordination of efforts in advancing pathways, and promote UNHCR's role.</p> <p>Provide functional guidance and support to Regional Bureaux and Country Operations and maintain close contact with colleagues working in the field (in collaboration with Bureaux) to provide ongoing support on emergent challenges and developments.</p> <p>Ensure that DIP personnel are kept informed and updated on key developments and trends in the pathways world, by representing the complementary pathways unit during internal dialogues and meetings.</p> <p>Maintain regular communication channels with focal points in the Regional Bureaux to promote the effective flow of key information.</p>	<p>Through regular working groups, coordinate actors at the regional level to promote dialogue, ensure coherence and collaboration, and facilitate information-sharing within the region.</p> <p>Proactively identify new partnerships and opportunities to expand work through both traditional and non-traditional networks of actors. For example, organizations offering vocational or language training, recruitment agencies, community-based organizations, and unions can all bring expertise and contribute to robust referral and service networks.</p> <p>Provide technical support and guidance to Country Operations. This is facilitated by maintaining regular communication with focal points in Country Operations.</p> <p>Engage with regional and national State authorities or representations to ensure pathways are a priority on State and civil society agendas.</p>	<p>Nurture existing and new local partnerships. The role of partners will vary depending on capacity, national regulations, frameworks and historical cooperation arrangements. Proactively identifying those key partners and/or new dedicated partners and building their knowledge base is a key activity at country level. UNHCR stepping in to perform activities in the absence of organized partner networks may be a temporary necessity while these organizations develop bandwidth for assuming greater responsibilities.</p> <p>Provide fora for partner coordination and update meetings on pathways. Also, establish referral pathways for UNHCR to send individual cases to a trusted partner to access support and services. This will involve drafting Memorandums of Understanding (MoUs), Data Transfer Agreements and/or Information Sharing Protocols (ISPs)).</p> <p>Work closely with refugee communities to build their literacy around pathways and abilities to navigate opportunities. Access to complementary pathways is promoted when refugees are proactively supported and informed to identify solutions independently.</p> <p>Ensure the timely communication of information on the needs and situation of refugees to all relevant internal and external stakeholders.</p>

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	Headquarters (DIP, RCPS)	Regional Bureaux	Country Operations
Sharing information and knowledge	<p>Ensure organization-wide dissemination of guidance and continuous two-way feedback and communications mechanisms between Country Operations, Regional Bureaux and Headquarters.</p> <p>Strengthen technical knowledge of pathways among UNHCR personnel in coordination with GLDC, Regional Bureaux and Country Operations, including developing training in response to emergent needs.</p> <p>Set the global direction around pathways integrating essential AAP and CwC components: participation and inclusion, communication and transparency, organizational learning and adaptation, feedback and response, inclusivity and non-discrimination, community-based approach, do no harm, and PSEA.</p> <p>Continuously advocate with global partners for improved eligibility and selection criteria in pathways, which are refugee-centric, intersectional, and incorporate non-discrimination provisions.</p> <p>With reference to the UNHCR Policy on Addressing Fraud Committed by Forcibly Displaced and Stateless Persons, promote mechanisms for preventing and responding to fraud in the pathways context to maintain the global integrity of the processes.</p>	<p>Develop harmonized regional messaging on pathways based on feedback from Country Operations and refugee communities, with support from Headquarters where needed.</p> <p>In collaboration with HQ, conduct regular training and capacity building with regional partners including authorities, NGOs, and internally with UNHCR colleagues to strengthen knowledge and literacy around pathways. Materials for trainings will be provided by HQ through the Community of Practice and other channels.</p> <p>Ensure that proper feedback and complaints mechanisms are embedded at regional and country levels, including the designation of complementary pathways focal points.</p> <p>Promote mechanisms for preventing and responding to fraud in pathways cases to maintain the integrity of the processes in the region. This includes regular monitoring and recording of fraud and integrity trends in the pathways context.</p>	<p>Foster relationships with diaspora/refugee communities to support with information dissemination and the identification of emerging developments, trends and challenges (including fraud and integrity), and promote literacy around complementary pathways.</p> <p>Support accessible information for refugees on pathways programmes, including fraud and integrity, by disseminating information online, via social media, in print and via focal points through partner organizations and community structures.</p> <p>Apply CwC principles, including ensuring accessible feedback and complaints mechanisms for communities are in place.</p> <p>Ensure that proper processes around addressing inconsistencies and fraud allegations are followed in accordance with the UNHCR Policy on Addressing Fraud Committed by Forcibly Displaced and Stateless Persons and these Operational Guidelines.</p>

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	Headquarters (DIP, RCPS)	Regional Bureaux	Country Operations
Planning and reporting	<p>Develop policies in response to evolving norms and work closely with Bureaux to ensure that operational developments and challenges inform the Operational Guidelines on Complementary Pathways.</p> <p>Set global standards, guidelines and directions for complementary pathways programming and UNHCR's roles.</p> <p>Lead the tone and direction of strategy, in alignment with UNHCR's commitments under the GCR, the 2030 Roadmap, and the UNHCR Strategic Directions 2022-2026.</p> <p>Provide guidance to Regional Bureaux and Country Operations on the inclusion of complementary pathways in planning for protection.</p> <p>Lead the inclusion and continual review of pathways-specific indicators in essential results-based monitoring tools such as COMPASS.</p> <p>Continuously advocate with States for flexible, protection-centred and sustainable programmes, incorporating the guiding principles of complementary pathways.</p>	<p>Ensure overall strategic and operational coherence throughout the region in alignment with the 2030 Roadmap, UNHCR's commitments under the GCR and the UNHCR Strategic Directions 2022-2026. It is recommended that regional strategies are developed highlighting action plans for advancing complementary pathways, and that Regional Bureaux support Country Operations in developing context-specific SOPs and strategies.</p> <p>Socialize the current guidance as well as COMPASS indicator guidance relevant to complementary pathways and support adherence among Country Operations.</p> <p>Consider developing regional strategies and priorities for pathways as part of solution strategies or as standalone ones. Ensure pathways activities are prioritized and included as an integral part of the multi-year protection and solutions strategies, including the need for dedicated staffing and resources.</p> <p>Ensure that Country Operations throughout the region include regular monitoring, risk identification and management, political, situational and data analysis as integral elements of pathways strategies.</p>	<p>Ensure that UNHCR's objective-setting and planning processes for the country are aligned with global, regional and country-level priorities and strategic objectives including the 2030 Roadmap, UNHCR's commitments under the GCR, and the UNHCR Strategic Directions 2022-2026.</p> <p>Identify relevant key stakeholders and develop multisectoral action plans, involving objectives that can be measured against the Results-Based Management framework indicators on complementary pathways.</p> <p>Develop country-level strategies, SOPs and theories of change for complementary pathways, in consultation with Regional Bureaux.</p> <p>Ensure focal points are designated for complementary pathways liaison with partners, communities and colleagues.</p>