

UNHCR PAKISTAN

Information Management Unit

May 2020



Information Management Strategy





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This document is the **UNHCR Pakistan Information Management Strategy** for the period 2020 to 2022. It is the result of a consultative process by UNHCR with Government, NGOs and other relevant stakeholders.

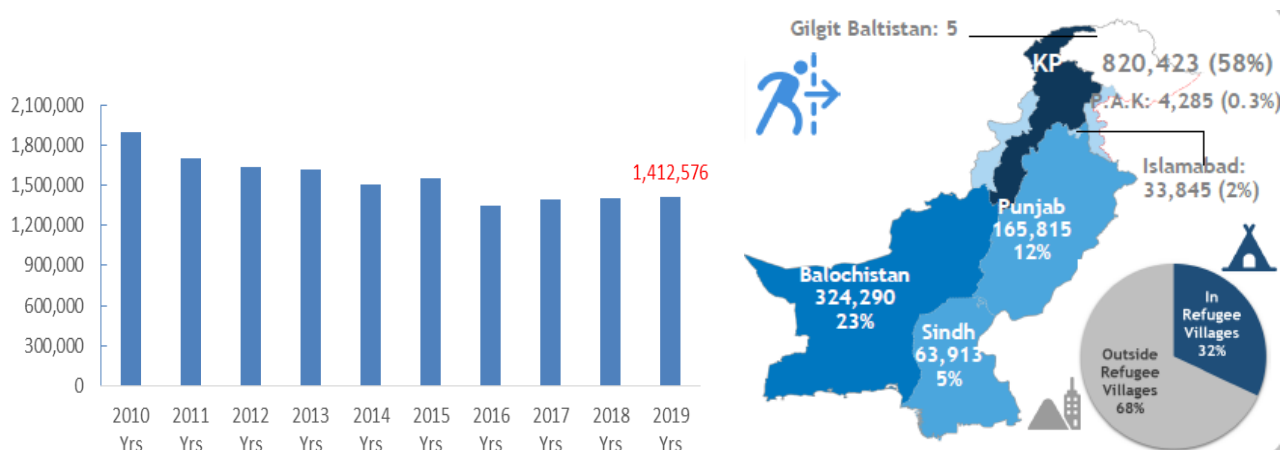
Aligned with the priorities of the UNHCR Pakistan Protection and Solutions Strategy, it remains subject to review and development.

For any feedback, please contact the UNHCR Pakistan, Information Management Unit:

<https://data2.unhcr.org/en/country/pak> | <https://unhcrpk.org/>

Abstract

The Islamic Republic of Pakistan began receiving refugees in 1979 following the Soviet invasion of Afghanistan which led to a mass refugee exodus. Since that time, Afghan refugees have been welcomed and have settled throughout the country. There are more than 1.4 million Afghan refugees registered in the Government’s Afghan National Registration (ANR) database whose custodian is the National Database and Registration Authority (NADRA). UNHCR has also registered approximately 13,000 Afghan and non-Afghan refugees and asylum seekers under its mandate. The majority of Afghan refugees reside in urban areas (68%) and just over a third in 54 refugee villages (32%).



Figures 1 and 2 size of refugee population over time and current geographical distribution

UNHCR and the Government of the Islamic Republic of Pakistan (GoP) supports refugees, with a focus on protection, solutions and fostering self-reliance to meet their basic needs, including refugees’ access to existing public services. Voluntary repatriation remains the preferred solution for Afghan refugees. Since 2002, despite a fragile security situation in many parts of the country and a range of socio-economic and political challenges, more than 4.3 million Afghan refugees have voluntarily repatriated to Afghanistan and received a cash grant to meet their immediate humanitarian needs as well as other services. UNHCR Pakistan supports refugee and host communities through the Refugee Affected and Hosting Areas (RAHA) program. More than 4,260 RAHA projects in 47 districts have been implemented over the last 10 years in the education, water, sanitation and hygiene (WASH), health and livelihood sectors and provided services and fostered peaceful co-existence. GoP with UNHCR support, has provided documentation and registration to over 1.4 million Afghan refugees; and has applied a community-based protection approach for the provision of individual and community support and the promotion of more resilient communities. UNHCR’s Information Management support serves the UNHCR operation, GoP counterparts and partners with the collection, analysis, presentation and use of data necessary for the design and delivery of evidence-based protection and solutions interventions.

Information Management (IM)^[1], in UNHCR’s work, refers to the capture, handling, storage, analysis, visualization, geo-references and dissemination of data, pertaining specifically to UNHCR’s operations and its persons of concern. This includes demographic and statistical information, information on protection and sector-specific concerns related to needs, delivery and impact across a spectrum of issues, including health, education, nutrition, water/sanitation, core relief items, shelter, community-based responses, and registration, tracking and responding to sexual and gender-based violence (SGBV), as well as the coordination and management of sites, camps and refugee villages.

¹ UNHCR – Information Management Tool Kit “ <http://data.unhcr.org/imtoolkit> “

Information Management is inherent in the roles and responsibilities of every UNHCR staff member and improvements in this area have a direct impact on the quality and efficiency of the response to UNHCR's persons of concern (POCs). The improvement of information management data related to POCs, strengthens UNHCR responses to be more predictable, targeted and transparent and accountable to the communities served. The sharing of information is essential to highlight the needs of UNHCR's persons of concern and to support advocacy and resource mobilisation.

Methodology

This IM Strategy was developed through a consultative process with staff from UNHCR Headquarters, the Regional Bureau for Asia and Pacific, UNHCR Pakistan country office and sub-offices, the Government of Pakistan and non-governmental partners. It was initiated in late 2019 and sought to include diverse opinions on UNHCR Pakistan IM challenges and needs. The strategy is informed by UNHCR's Protection and Solutions Strategy and the Country Operations Plan (COP) processes, and the sub-regional Solutions Strategy for Afghan Refugees (SSAR).

In October 2019, UNHCR Pakistan IM team attended a three-day workshop with South-West Asia sub-region operations, Iran and Afghanistan. The workshop was facilitated by the UNHCR Field Information and Coordination Support Section (FICSS) and Data and Information Management and Analysis (DIMA) for multi-sector teams and agreed to:

- ✓ Establish an Afghan Situation data portal and IM products on voluntary repatriation.
- ✓ Advance the coordination and data-sharing among UNHCR in Afghanistan, Iran, and Pakistan.
- ✓ Establish country-level IM Working Groups to strengthen IM and coordination with partners.

In December 2019, UNHCR conducted a two-day data workshop for multi-sector teams from UNHCR and partners in Pakistan. The aim was to increase IM capacity and discuss IM strategy revisions. The workshop highlighted the need to:

- ✓ Enhance the partners' IM capacity.
- ✓ Improve communication with communities.
- ✓ Develop regional data products and infographics.
- ✓ Improve the evidence-based practices.

Vision

UNHCR's global vision in Information Management and Data is *"That by 2025, UNHCR is a trusted leader on data and information related to refugees and other affected populations thereby enabling actions that protect, include and empower [2]"*

Objective


The Pakistan Information Management Strategy identified *four main objectives* to reach the stated vision. These will strengthen the quality of information and data related to UNHCR's persons of concern. It will also inform the operational activities in a reliable, accessible, protected and meaningfully visualized manner, and provide an evidence base to implement UNHCR Pakistan's Protection and Solutions strategy, its country operation planning and associated strategic protection and solutions priorities.

² : UNHCR Data Transformation Strategy 2020 – 2025 link: [UNHCR Data Transformation Strategy 2020 – 2025 Supporting Protection and Solution](#)


The successful implementation of the IM strategy is contingent on the following;

- 1) Ownership and support for implementation of the Pakistan IM strategy by the Operation, including that of the Representative and Heads of Sub-offices.
- 2) Collaboration and support from UNHCR Regional Bureau for Asia and Pacific, Data and Information Management and Analysis (DIMA) unit, as well as the Field Information and Coordination Service (FICSS) at UNHCR headquarters.
- 3) An allocated budget to support the Information Management strategy objectives and activities.


UNHCR Pakistan IM Strategy (2020-2022) objectives:




1 UNHCR's capacity for effective information management is strengthened by developing and **enhanced information and data collection tools, collection methods**, as well as regular technical support and guidance to UNHCR and partner staff, as well as government counterparts on the collection, harmonization, analysis, and visualization of data.



2 Strengthen **information management coordination** between UNHCR offices at the HQ, Regional Bureau and field, as well as partners and government counterpart. Ensure that information related to UNHCR Pakistan's activities and its POCs is disseminated regularly with internal and external stakeholders using diverse platforms.



3 Systematically collect, analyse, store, and report information on PoCs to UNHCR , as well as UNHCR and partner activities with **evidence-based practices** to better inform decision making for improved protection and solution outcomes.



4 Strengthen the **quality of data related to POCs and maintain confidentiality and data protection** protocols in all data life-cycle phases, including during collection, cleaning, processing, analysing, sharing, and archiving and with POCs, partners, and government counterparts.

Activities per Objective

- 1) *UNHCR's capacity for effective information management is improved through the development and enhancement of information and data collection tools, as well as the provision of regular technical support and guidance to UNHCR offices, partners and government counterparts on the collection, harmonization, analysis, and visualisation of data.*

Activities: **1.1** Harmonize and standardize existing data collection tools and templates to collect information on POCs and sectoral interventions; **1.2** Develop online MIS tool to track information on DAFI scholarships (**started**); **1.3** Support enhancing (ANR/NADRA) registration tool to facilitate card modifications (at Modification Centers, PCMs) and meet the needs for possible verification exercise (**in 2020**); **1.4** Design new data collection templates/tools for assessments and surveys (using KOBO and other advanced technologies) as required; **1.5** Identify methodology, samples and data collection tools for mapping UNHCR's and partners' activities; **1.6** Develop IM info-graphic products, dashboards and reports (using Adobe, Power-BI, etc.) for quality analysis and visual information; **1.7** Engage with Protection and Multi-sectoral teams to strengthen communication with communities using innovative methods and mediums that ensure the inclusion of a diverse range of persons of concern, including those that do not have access to some technologies (Facebook customized advocacy and analysis, SMS survey "push messages", etc.); **1.8** Develop geo-reference and map products that meet UNHCR standards (using Arc-GIS and replicas); **1.9** Support the operation to develop materials for advocacy and resource mobilization; **1.10** Enhance UNHCR and partner staff's (in particular the IM team) skills in information management with specific and targeted technical trainings (including data visualization, SQL, data life-cycle, Microsoft Office, etc.).

- 2) *Develop effective information management coordination mechanisms between UNHCR its partners, and the Government with the support of the RBAP and Headquarters. Ensure that relevant information on UNHCR Pakistan's activities and its POCs is disseminated regularly with stakeholders, both internally and externally, using diverse platforms, including UNHCR's data portal, website, and social media.*

Activities: **2.1** Establish a regular internal UNHCR IM meeting (bi-monthly skype call) with sub-offices; **2.2** Establish an Information Management Working Group (IMWG) with partners and conduct quarterly meetings and one annual workshop to enhance information management data sharing, and to standardize and mainstream the datasets and tools; **2.3** Participate and ensure regular regional engagement (IM regional skype-call, PAK-AFG voluntary repatriation meetings, cross-border meetings, etc.) and support preparations and participate at the annual regional IM workshop; **2.4** Maintain and ensure that Online Office Contact List (CLIS, <http://unhcrpkim.org/>)^[3] is updated with the relevant stakeholders; **2.5** Maintain and ensure that the Pakistan data portal (<https://data2.unhcr.org/en/country/pak>) page is up-to-date with refugee statistics and documents; **2.5** Support UNHCR's RBAP DIMA team in establishing the regional Afghan situation data portal, and in developing regional info-graphic products (**started**); **2.7** Use available technology to enhance tracking of UNHCR and partners' activities (such as activity-info, Power-BI dashboards, etc.).

- 3) *The information on POCs, as well as UNHCR and partner activities, is systematically collected, analysed, stored, and reported with evidence-based practices to better inform decision making for improved protection and solution outcomes.*

Activities: **3.1** Ensure that POCs data, necessary for UNHCR and partners' activities, is timely and accurately captured and analyzed; **3.2** Enhance the quantitative and qualitative data analysis and make it more evidence-based (this includes enhancement on data collection process and tools); **3.3** Support and enhance UNHCR/partners' skills in data analysis and application of evidence-based practices; **3.4** liaise and coordinate with DIMA team to ensure evidence-based practice is incorporated into planning at country and regional level; **4.1** Ensure effective IM engagement and expertise with the ongoing protection/program assessments and monitoring activities.

- 4) *³Enhance the quality of POC data and ensure the confidentiality and data protection in all data life-cycle phases, including during data collection, cleaning, processing, analysing, sharing, and archiving and with POCs, partners, and government counterparts.*

Activities: **4.1** Ensure data on POCs and UNHCR's activities is efficiently and systematically captured, utilized, shared and highlighted at all levels; **4.2** Develop and produce regular data quality reports and dashboards from (proGres, Afghan National Registration (ANR) databases and other used databases); **4.3** Develop and implement backup/archiving plans for POCs data and UNHCR activities data (organize and protect share-drive /E-SAFE, scheduled backup systems etc.); **4.4** Support the development of partners' data-sharing agreements and personal data annexes; **4.5** Leverage and adopt technology, SOPs and guidance to ensure protection of data on POCs; **4.6** Work closely with government partners (NADRA) and improve the data quality in Afghan National Registration (ANR) system; **4.7** Ensure that UNHCR/partners' data and information activities are guided with UNHCR principles (Protection Information Management - PIM principles ^[3]); **4.8** Capacitate IM team to serve as data protection experts to guide and advise on data protection elements linked with the data life-cycle.

Feedback: UNHCR Pakistan, Information Management Unit, Country Office Islamabad (COI):

Abdelrahman Jaber, Information Management Officer, jaber@unhcr.org; Said Abdallah, Information Management Officer abdullsa@unhcr.org; Aqeel Zahoor, Snr. Info Management Associate, zahoor@unhcr.org; Basit Ali Shah, Data Management Associate, shahba@unhcr.org

³ PIM: Protection Information Management guidance, http://pim.guide/wp-content/uploads/2017/01/PIM-Principles-in-Action_-2017.pdf and <http://pim.guide/>

Acronyms

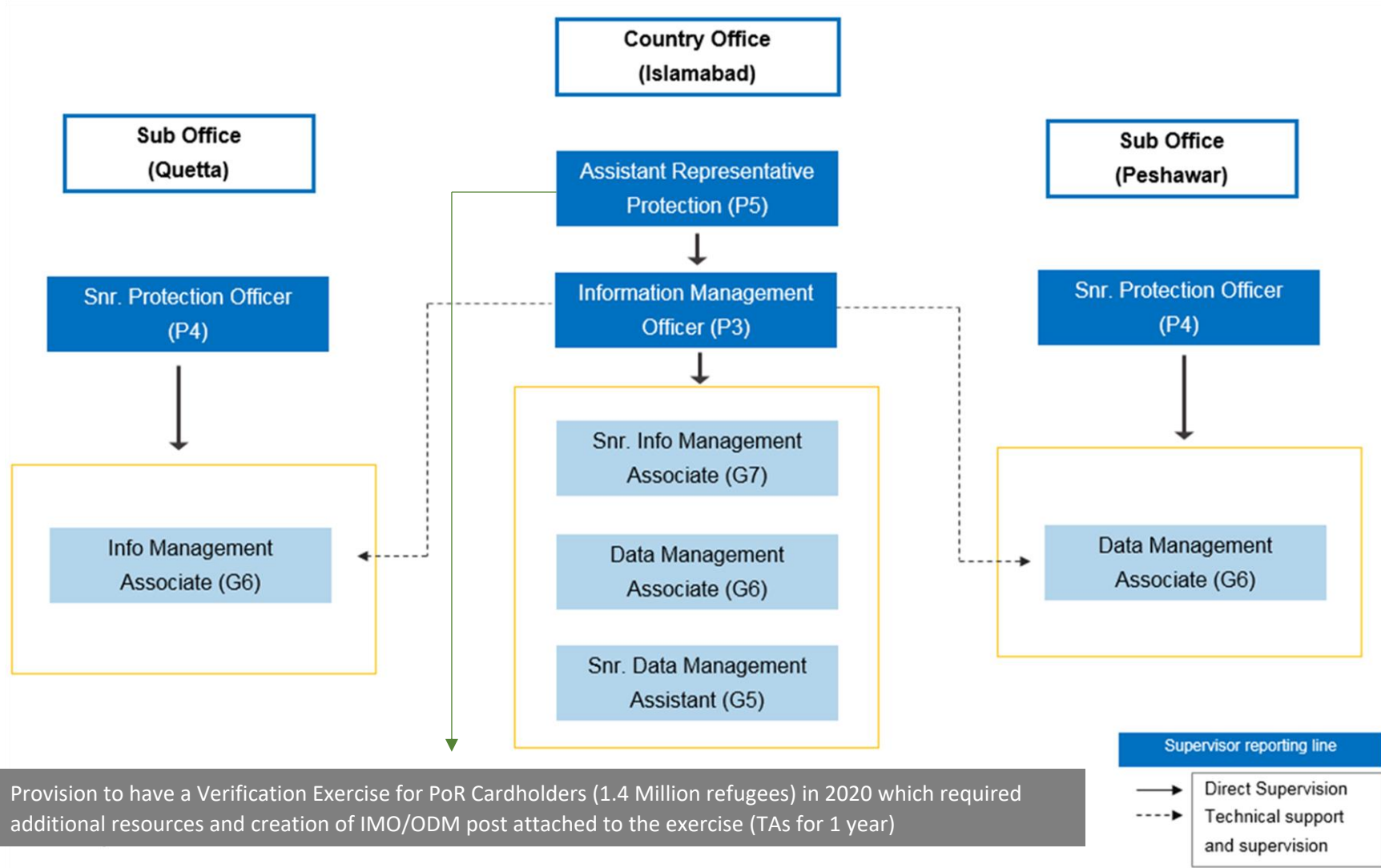
DIMA	Data and Information Management and Analysis (DIMA), at UNHCR Bureau
FICSS	Field Information and Coordination Support Section (FICSS), at UNHCR headquarters
ANR	Afghan National Registration Database includes Afghan refugees (Proof of Registration - PoR cardholder) information (1.4 million), the tool developed and managed by Pakistan government and UNHCR has read only access on backend data.
NADRA	National Database and Registration Authorities (develop and managing ANR database)
POCs	UNHCR person of concern
PCMs	Proof of Registration (PoR) Cards Modification Centre(S)
Online CLIS	Contact List Information System, online tool developed by Pakistan IM team to manage office contact list, (link http://unhcrpkim.org/ link to subscribe: UNHCR Pakistan subscribe)
Online DAFI	Online tool for DAFI student , still in development phase by Pakistan (IM) and Jordan team (DAD), link: http://tinyurl.com/unhcrdafi
PIM	Protection Information Management guidance (IM principle), http://pim.guide/wp-content/uploads/2017/01/PIM-Principles-in-Action_-2017.pdf and http://pim.guide/

Annexes

Annexes attached

- SWA IM workshop, Oct 2019
- Data workshop for partner (Pakistan), Dec 2019
- IM unit organigram
- Databases diagram (Pakistan operation)
- IM unit function and responsibilities (COI)

UNHCR Pakistan - Information Management Organigram



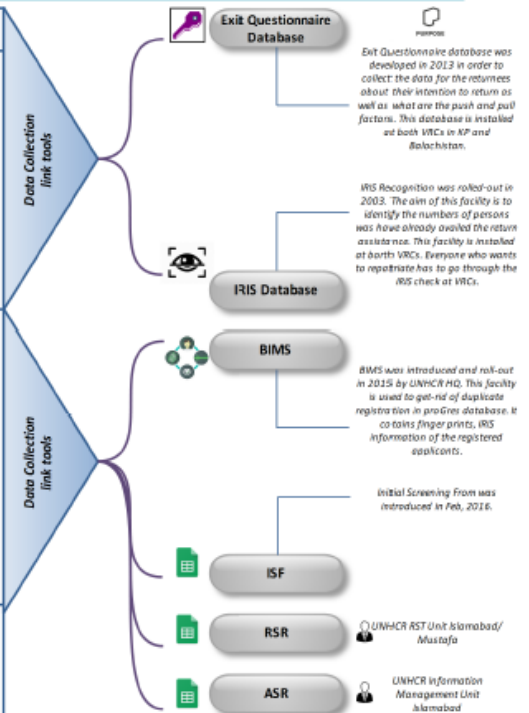
Provision to have a Verification Exercise for PoR Cardholders (1.4 Million refugees) in 2020 which required additional resources and creation of IMO/ODM post attached to the exercise (TAs for 1 year)

Pakistan: Databases Layout Diagram for UNHCR Persons of Concern (PoCs)

October, 2019



Database	Platform	Description	Status	Managed by	Instances	Focal Person
Afghan National Registration (ANR) Database. Central server hosted in National Database & Registration Authority (NADRA) headquarter Islamabad	Desktop Web-based	<ul style="list-style-type: none"> Developed in 2006/07 in collaboration with NADRA during Registration Exercise Complete Individual level information (Bio-Data, Finger print, Pictures, Level I and II information related to CoA & CoO of registered Afghans in Pakistan, contains 2.8 million records as of 2017 Semi-Static Database Individual data updated in 2012 ANR is used for data-extrapolation purposes related to PoR cardholders in the country as well as being linked with VolRep operation of Afghans repatriating to their country of origin 	Active	National Database & Registration Authority (NADRA) Islamabad	<ul style="list-style-type: none"> UNHCR Country Office Islamabad UNHCR Sub Office Peshawar UNHCR Sub Office Quetta 	<ul style="list-style-type: none"> Aqeel Mohsin Abdul Rauf
proGRES Individual Case Management System Ver.3 → Ver.4	Desktop Web-Based	<ul style="list-style-type: none"> Roll-out in 2005 by UNHCR HQ Complete Individual level information (Bio-Data, Finger print, Pictures, Level I and II information related to CoA & CoO of PoR cardholders, and non-PoR cardholders as well as non Afghans in Pakistan Dynamic Database ProGRES is used for data-extrapolation purposes related to UNHCR mandate refugees and asylum seekers in Pakistan 	Active	UNHCR Country Office/ HQ	<ul style="list-style-type: none"> UNHCR Country Office Islamabad UNHCR Sub Office Peshawar UNHCR Sub Office Quetta UNHCR Field Unit Karachi 	<ul style="list-style-type: none"> Basit Mohsin Abdul Rauf Hafeez Kakar
KOBO Online Data Collection Tool https://kobo.unhcr.org	Web-Based	<ul style="list-style-type: none"> KOBO platform is used to develop online data collection for countrywide Participatory Assessment Exercise. It is also used to conduct different small scale survey in UNHCR country office and sub-offices in Pakistan. 	Active	Start using from 2017	<ul style="list-style-type: none"> UNHCR Country Office Islamabad UNHCR Sub Offices SoP, SoQ 	<ul style="list-style-type: none"> Basit Irtiqia
Protection Counseling Excel Tracking Sheet Shared Drive	Excel Sheet	<ul style="list-style-type: none"> A comprehensive shared drive worksheet was developed by Protection Officer in 2019. The sheet is used to record and track instances of counseling in-person, telephonic, complaint boxes and through protection emails etc. 	Active	Developed by Protection officer in 2019	UNHCR Country Office Islamabad	Christopher
Contact List Information System unhcrpkim.org http://unhcrpkim.org/subscribe.php	Web-Based	<ul style="list-style-type: none"> UNHCR Pakistan is instituting a comprehensive management system of the contact information and/or distribution lists used by the operation and the different technical Units. 	Active	Launched in 2017 by IMO	UNHCR Country Office Islamabad	Irtiqia
Livelihood Skilled Training explore www.artisanshoponline.com	Web-Based	<ul style="list-style-type: none"> To have a record of trainees already graduated from vocational and technical courses. The primary use of the tool is to avoid duplication of trainings to the already trained refugee youth. To use the data for cross-border livelihood program between Pakistan and Afghanistan. 	Active	Developed by UNHCR's Livelihood Partner in 2017	UNHCR Country Office Islamabad	M. Riaz
Internally Displaced Persons (IDPs) Grievances Tools IDPgrievances.data.nirvana.org	Web-Based	<ul style="list-style-type: none"> Grievance recording was started in 2012 offline for IDPs. There was no system to record those grievance, therefore in 2014 an online grievance recording system was developed and different IPs such as (BEST, CERD, EHSAR, IRC, NRC and PRSP) was recording those grievances by using this online tool. Currently system is operational and only CERD IP is recording these grievances 	In - Active	Developed by IMO in 2014	UNHCR Sub Office Peshawar	Mohsin



BIMS: Bio-metric Identity Management System
 ISF: Initial Screening Form
 PNA: Protection Needs Assessment
 RAIA: Refugee Affected & Hosting areas
 RSR: Resettlement Statistical Report
 ASR: Annual Statistical Report

For feedback contact: Information Management Unit, Jaber@unhcr.org / Zahoor@unhcr.org

Info. Management Unit with Functional Responsibilities (Islamabad)

Information Management Officer

(P3 - Head of IM unit)

- 1- Overall leadership and management of IM unit
- 2- Draft and implement information management strategy for Pakistan operation
- 3- Overall data coordination with sub offices, HQs, regional office and partners (internally and externally).
- 4- Overall guidance and support to branch and sub-offices in designing data collection tools, report and info-graphic templates, data analysis, surveys, GIS, data visualization, sector indicators, reports and IM products.

Snr. Information Mgt. Assoc - G7

1. ANR /NADRA database focal point (coordination & liaison with the national database and registration authority)
2. Reports (Vol. repatriation, registration, PCM/MRVs and CBP updates)
3. Data visualization, Infographics and dashboards.
4. GIS and map producing
5. Support IM officer in implanting IM strategy and act as a backup for Info. Mgt Officer.

Data Mgt. Assoc - G6

1. proGres focal-point (administration, data cleaning, templates, dashboards and reporting)
2. Data extraction, analysis (ISF, surveies, participatory assesment and ad-hoc reprots)
3. Border monitoring Kobo tool (user-administrator, data extraction, reporitng, dashboards and backup).
4. BIMS adminitrator, registraiton and update
5. Annual Stastical Report (ASR), Mid-Year.
6. e-SAFE focal point and share drive

Data Mgt. Assistant - G5

1. Data portal update focal point (updating figures, document and hilight news)
2. Contact List Information System (CLIS) focal point (update, add/assign the subscriber and exporting list).
3. Reports (ALAC and Protection Trend) focal point for data consolidation)
4. proGres and BIMS support to Data Mgt. Associate.
5. Support in producing proection (RSD, REG ..etc.) leaflets and IM procurments