UNHCR
The UN Refugee Agency

PERU
LOCALIZATION
STRATEGY

Introduction

Community-based organizations (CBOs) play a key role in the protection response for the people UNHCR serves. Investing in them as equal and strategic partners can lead to a more effective response to forced displacement situations (Regional Localization Strategy, UNCHR). In 2021, UNHCR Peru coordinated and led a CBO cooperation network that brought together over 30 community-based and refugee-led organizations from seven regions of Peru, mainly led by women.

The Venezuelan community in Peru has created self-managed, community-based organizations, where leaders and volunteers provide technical or professional services and support the distribution of assistance. These organizations complement UNHCR work by reaching areas and communities where the office has no access, which has already led to improvements in the quality and reach of our protection response. UNHCR Peru trusts CBOs as potential partner agencies, once they are adequately supported in the quality-of-service delivery, project management, internal controls and fundraising.

Vision

Targeted community-based organizations (CBOs) and faith-based organizations (FBOs)[1] have improved their capacity to deliver protection and solutions to refugees and migrants in Peru.

Objectives

General objective

CBOs improve their capacity to protect refugees and migrants by strengthening the quality of their services, improving their project management and internal control structures, and setting a sustainable fundraising strategy.

Specific objectives

1. Improved protection services: CBOs improve the methodologies, quality standards and efficiency of their protection services, and strengthen their capacity to dialogue and coordinate with public institutions to promote sustainable access to rights and services for refugees and migrants.

2. Strategic Planning and Project Management: CBOs can set their strategic direction and design project proposals through a results-based planning approach.

3. Administrative and internal control processes: CBOs define their administrative and internal control procedures to ensure transparent and efficient use of resources.

4. Financial sustainability: CBOs are equipped to find sufficient sources that financially support their interventions.

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[1] The term "faith-based organization" is used to describe a broad range of organizations influenced by faith. These include religious and religion-based organizations, groups or networks; communities belonging to a place of religious worship; specialized religious institutions and religious social service agencies; and registered or unregistered non-profit institutions that have a religious character or mission. UNHCR´s Engagement with faith-based organizations. Guidance Note. February 2023.

Expected outcomes

UNHCR seeks to enhance the reach of its protection response to vulnerable populations by strengthening the organizational and protection capacities of community-based organizations. The process of organizational development of CBO will be measured according to the following criteria:

Category	Level 0	Level 1	Level 2	Level 3
Protection	Provision of protection services based on empirical knowledge	Provision of protection services based on documented and successful previous experiences	Provision of protection services are based on a set of documented principles and standards	Provision of protection services based on standardized and documented methodologies and guidelines
	Services are provided whenever feasible and within the community and neighbourhood. No data collection mechanisms in place	Services are provided on demand and with an increased reach. Data is available but unreliable	Services are provided with a set periodicity but subject to funding availability. Data collection mechanisms tools have improved	Services are provided periodically and with funds ensured. Performance reports are periodic with disaggregated reliable data
	No legal constitution	Legal constitution started	Legal constitution granted	Legal constitution and tax exemption
	Coordination with humanitarian actors	Coordination with humanitarian actors and public institutions	Coordination with donors and the private sector	Coordination with donors and the private sector
Project management	No formal planning or project design processes	Planning is limited to a short-term workplan	The organization designed their first medium/long-term planning document and expected outcomes and can design a project to address their gaps	The organization can design and implementing projects that address that respond to their planning outcomes.
Internal controls	Admin. structure and internal control are not defined	Some manuals and SOPs start to be defined. Their administrative structure, yet insufficient to ensure adequate resource management	The organization improved their financial controls and administrative processes allowing financial accountability for small scale projects (USD 12,000)[2]	The organization improved their financial controls and administrative processes allowing financial accountability for projects above USD 12,000[3]
Fundraising strategy	No formal fundraising strategy	Fundraising strategy designed and approved	Fundraising strategy shows first success results	Fundraising strategy operational

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[2] Or equivalent to the maximum amount that can be received by one organization through UNHCR Grant Agreements.

[3] Or equivalent to the maximum amount that can be received by one organization through UNHCR Grant Agreements.

Outreach

In 2022, UNHCR strengthened 32 refugee-led and community-based organizations that provide services to refugees and migrants. The Operation developed its capacities, offered material support, and awarded nine grant agreements to eight organizations from Lima, Callao, Ica, Puno and Arequipa. UNHCR will support the self-sufficiency of CBOs in Peru, as follows:

Year	Prioritized Location	CBOs supported	CBOs trained	CBOs with Grant Agr.	CBOs with material support
2022	Lima, Arequipa, Puno, Ica, Callao, Tumbes, Tacna, Cusco	42	42	9	10
2023	Lima, Arequipa, Puno, Ica, Callao, Trujillo,Tumbes	44	30	13	20
2024	Lima, Arequipa, Ica, Callao, Trujillo, Tumbes, Tacna	45	30	14	25
2025	Lima, Arequipa, Ica, Callao, Trujillo, Tumbes, Tacna	49	35	15	25
2026	Lima, Arequipa, Ica, Trujillo	49	35	15	25

Tools

The following tools and activities support the achievement of the four objectives of the strategy.

Assessment of organizational development

UNCHR applies a special tool to assess the organizational development of CBOs and conducts a survey on their protection capacities and training needs. UNHCR conducts evaluations in the beginning and the end of the year to follow-up the CBOs' progress and growth.

In this process, UNHCR provides technical support and accompaniment to CBO for their legal constitution as civil society organizations and helps them to acquire a tributary status.

Capacity building

Training included in the strategy entail diverse protection-related topics, such as child protection, international protection, gender violence prevention and case referral. UNHCR also develops capacities of CBOs in communication with communities, accountability for affected populations, conflict resolution, age, gender and diversity approach, among others.

Members of CBOs receiving training from UNHCR. © UNHCR/Emily Alvarez

In addition, training is provided on project design, strategic planning, monitoring and evaluation, public and private fundraising, income generating ideas to support the basic expenses of the organization, procurement, planning, human resources policies, internal financial controls, and data collection.

Grant agreements

Grant Agreements are a tool to provide financial support for the implementation of small-scale projects designed by CBOs. As stated in the POC-Led Organization Grant Agreement Standard Operating Procedures (June 2021)[4]:

> "Grant Agreements serve the function as Partnership Agreements between UNHCR and refugee-led and community-based organizations (referred to as "PoC-Partner"), they envisage small grants, namely no more than USD 4,000 per grant/project and no more than USD 12,000 in total grant funding per PoC-Partner per year for 3 separate distinct grants/projects. The basis of partnership will be a Grant Agreement that entails a description of the activities envisaged during the grant period, a commitment to use funds solely for the purpose of RLO/CBO-related activities and capacity building, as well as minimal and minimum financial and performance reporting requirements".

For UNHCR Peru, Grant Agreements have served two outcomes: they provide the means for CBOs to strengthen the quality and reach of their protection services, while serving as a tool to improve their resource management capacities. UNHCR Peru provides Grant Agreements only to organizations actively engaged with UNHCR, where UNHCR has proof of the quality and nature of their work.

UNHCR piloted the provision of Grant Agreements in 2022, benefiting 8 organizations in Lima, Arequipa, Ica and Puno. Grant Agreements will continue to be the strategy´s main tool to support CBOs in reaching more people while improving their project management capacities, which is particularly relevant in areas where UNHCR has limited or no access.

Provision of in-kind support

UNCHR delivers kits to CBOs to improve the quality and dignity of working conditions, after conducting an evaluation of their needs in terms of equipment, office materials, furniture, and specific requirements for their activities.

UNHCR provides material support for strategic events organized by CBOs, which allow them to establish alliances and enhance their outreach to serve a higher number of refugees and migrants and to improve the conditions in which their services are offered.

UNHCR supports CBOs´ volunteers with services such as transportation, food, and connectivity.

Stakeholder mapping

UNHCR leads the Implementation of the strategy, with the complementary support of partner agencies and with the intention to include other external partners where and when required. The main partners supporting the strategy are Union Venezolana en Perú (UVP), HIAS and Encuentros.

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[4] Or latest UNHCR policy on the subject.

UNHCR	Partners	External stakeholders
• Strengthen their coordination skills and to work collaboratively • Capacity building and tools for Project Design • Capacity building and tools to consolidate a Strategic Planning process within the organization • Capacity building and tools for Monitoring and Evaluation • Provision of Grant Agreements as tools to improve planning and resource management and to strengthen the quality of services • Provide technical support to improve the quality of their protection services • Provision of in-kind assistance to improve the operating conditions of CBOs • Support volunteers to enhance their outreach • Strengthen CBOs´ links with authorities and humanitarian actors	• Capacity building and tools to reach fundraising • Opportunities within the international cooperation, private and public sector • Capacity building and tools to define and implement income generating ideas that can cover the organization´s basic expenses • Capacity building and tools for drafting a Procurement Plan • Capacity building and tools for case management • Capacity building and tools for drafting a Human Resources Policy • Capacity building and tools for Improving internal financial controls • Capacity building and tools for improving Data collection mechanisms • Technical and financial support to legally constitute the organization as a civil society organization • Support community leaders and volunteers	• Municipalities • Community organizations such as Neighborhood Boards • Technical Coordination Boards • UN Agencies • Public institutions of prioritized sectors such as Health, Education, Migrations, Foreign Affairs, among others

Risk Management

Risk	Mitigation measure
CBOs supported by UNHCR take political stands that are against UNHCR public information policies	• Code of conduct and regulations on the use of UNHCR visibility
Misuse of funds by CBOs	• Field visits • Monitoring of implementation • Continuous revision of selection criteria • Set financial accountability mechanisms for financial support above a specific threshold • Provide two separate grants instead of one, conditioning the second instalment against the organization´s performance
Conflicts between CBO affect the implementation of projects	• Define conflict resolution pathways • Fair and clear allocation of resources to CBOs
Conflict within CBO members lead to a break-up of the association	• Conflict resolution mitigation training