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The UN Refugee Agency

Newly displaced Congolese refugees at the Musenyi refugee site in the south of Burundi. © UNHCR/Charity Nzomo

UNHCR REGIONAL BUREAU

EHAGL COMMUNITY-BASED PROTECTION STRATEGY

2025 - 2029

Contents

1. Introduction 1
2. Guiding Principles 2
3. Strategic Pillars 4
   3.1 Meaningful Engagement of Forcibly Displaced and Stateless Persons 4
   3.2 Access to Protection Services and Assistance 5
   3.3 Enhancing Localization. 6
   3.4 Community Empowerment 7
   3.5 Partnerships and Coordination 9
4. A Multi Functional Teams Approach to CBP Strategy Implementation 11
5. Reporting Community Based Protection (Cbp) Initiatives. . . 12
6. Standard Roles of a Community Based Protection Officer. . 14
7. Theory of Change 16

1. Introduction

The UNHCR Regional Bureau for the East, Horn of Africa and Great Lakes (EHAGL) oversees humanitarian operations across eleven (11) country operations, including Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Somalia, South Sudan, Sudan, Tanzania, and Uganda.

The region is currently grappling with multiple displacement crises, notably, South Sudan, Sudan, and the Democratic Republic of Congo (DRC) situations.

A decade after conflict erupted in South Sudan, millions remain displaced, with refugees hosted in the DRC, Ethiopia, Kenya, Sudan, and Uganda. Meanwhile, the Sudan crisis, triggered by conflict in April 2023, has escalated into one of the world's largest protection emergencies. By June 2025, over 4 million refugees, asylum seekers, and returnees had fled to neighboring countries, while 7.7 million people remain internally displaced within Sudan. The DRC situation also continues to deteriorate, with 6.4 million IDPs and nearly 1 million refugees and asylum seekers primarily in Uganda, Burundi, Rwanda, and Tanzania.

Humanitarian access remains a critical challenge, impeding safe movement and the delivery of life-saving services. UNHCR's response is guided by comprehensive refugee response plans that span protection (including GBV and child protection), education, health and nutrition, livelihoods, WASH, shelter, and logistics. These plans are tailored to country-specific contexts and emphasize cross-cutting themes such as Age, Gender, and Diversity (AGD), disability inclusion, youth engagement, Accountability to Affected People (AAP), Protection from Sexual Exploitation and Abuse (PSEA), localization, climate action, and cash assistance.

The Regional Community-Based Protection (CBP) Strategy 2025 –2029 outlines UNHCR's contribution to national and international humanitarian efforts to uphold the rights of forcibly displaced persons and ensure a sustainable protection response. It aims to guide protection and sectoral actors in addressing systemic barriers to the realization of these rights.

At the heart of this strategy is the Age, Gender, and Diversity (AGD) approach, which promotes the inclusive participation of affected populations throughout all phases of humanitarian programming from assessment to implementation and evaluation. UNHCR is committed to empowering communities as active agents of change, ensuring their voices shape protection solutions that uphold their dignity and safety.

UNHCR staff and partners will play a pivotal role in operationalizing this strategy. They are responsible for fostering inclusive and participatory processes, building trust with communities, and ensuring that protection interventions are contextually relevant and responsive to diverse needs. Through capacity building, technical support, and collaborative engagement, they help translate strategic commitments into tangible outcomes, strengthening community resilience, enhancing accountability, and promoting sustainable solutions across the region.

This strategy was developed through extensive consultations with a wide range of key partners and UNHCR staff.

Vision

A world where forcibly displaced and stateless communities are empowered as agents and drivers of their own protection, living in dignity and safety, with their rights fully respected and upheld.

Mission Statement

To strengthen protection outcomes by placing forcibly displaced and stateless persons of all ages, gender, and diversity in the EHAGL region at the center of humanitarian action, supporting their capacities, agency, leadership, and participation in identifying, preventing, and responding to protection risks through inclusive, community-driven approaches.

2. Guiding Principles

The guiding principles described in this section represent the core values and foundational beliefs that shape and inform how UNHCR staff and partners across different thematic areas, including protection pillar, technical sectors, and operations, will implement the strategy. These principles serve as requisite operational compass, promoting consistency, integrity, and alignment with UNHCR's overarching strategic objectives and the regional multi-year strategy.

Community-Based Approach: The Community-Based approach is a way of working that recognizes and values community members as equal partners. It ensures that their opinions are heard and used to design and guide our work. It 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.

Do no harm: The Do No Harm principle helps to heighten the awareness of UNHCR and partner staff on the dynamics of intergroup relations and any conflicts in the communities. This awareness is critical in building relationships with community members to ensure that assistance or protection services do not inadvertently exacerbate the conflict or cause further divisions within the community. It will also assist Forcibly Displaced and Stateless persons to disengage from the violence that surrounds them by neutralizing dividers and supporting connections between conflict parties, leading to de-escalation of the conflict.

Age, Gender, and Diversity (AGD): 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, Age, Gender, and Diversity (AGD) will be at the heart of all the work under the CBP strategy. This approach recognizes that different groups within any population, including women, children, older persons, persons with disabilities, and ethnic minorities 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. The AGD approach implementation adopts a twin track model that includes Mainstreaming and targeted interventions to ensure inclusive, sustainable, and transformative change.

Rights-Based Approaches: A rights-based approach is founded on the principles of meaningful participation and empowerment. 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. *Participation* is a right and entails the full and equal involvement of all members of the community in decision-making processes. Meaningful participation requires deliberate efforts to ensure that individuals and groups who are traditionally marginalized are supported and given specific opportunities to contribute. *Empowerment* on the other hand, recognizes local capacities and skills and enables individuals in affected communities to gain the autonomy to assess their own situation, strengthen their knowledge and resources, and build the capacity to claim their rights and take protective action to mitigate their risks.

Accountability to Affected People (AAP): AAP is an active commitment by humanitarian actors and organizations to use power responsibly and ensure effective and quality programming that recognizes the dignity, capacity, and abilities of affected communities. CBP initiatives by UNHCR and partners must incorporate AAP, aiming to ensure that all affected people have equitable and non-discriminatory access to protection and assistance programs, and play a key role in decisions that affect their lives.

Engagement and Support of Host Government: Early engagement and collaboration with local and national government actors is a prerequisite to achieving sustainable protection outcomes. It strengthens national ownership, fosters trust and dialogue between state institutions and affected communities, and supports the inclusion of forcibly displaced and stateless persons in government-led policy development, national systems, and services.

Localization: The EHAGL Region CBP strategy aligns with the global commitment to shift power, resources, and decision-making closer to crisis-affected communities. It recognizes that local actors including community-based organizations, national NGOs, and local authorities are best placed to lead humanitarian responses due to their proximity, contextual knowledge, and trust within communities. Localization ensures that Local actors lead in assessment, planning, implementation, and coordination of actions and advocates for increased direct, flexible, and predictable funding to local organizations.

Partnerships: Strategic partnerships across sectors, levels, and actors are essential to ensure coherent, coordinated, and people-centered responses, considering the complex and intersecting risks faced by affected populations.

3. Strategic Pillars

The forced displacement situation in the EHAGL region is complex and protracted, requiring a coordinated and multi-sectoral response to address the key priorities of Forcibly Displaced and Stateless persons and to promote agency, ownership and power shifting. Much like other interventions, CBP is not the responsibility of one organization, sector, or unit, but rather it depends on various sectors working together to promote a community-based approach throughout the programming cycle.

All units will have a role to play, incorporating the principles and goals of the community-based protection strategy and to actively carry out initiatives using an approach aimed at empowering individuals and communities to protect themselves and exercise their rights in safety and dignity. The implementation of this strategy will be guided by the pillars below, which form the foundational themes that support the achievement of the overall vision of the strategic plan.

3.1 Meaningful Engagement of Forcibly Displaced and Stateless Persons

The inclusion of Forcibly Displaced and Stateless persons of all Age, Gender and Diversity (AGD) groups in all stages of the operations management cycle ensures that UNHCR protection and solution programs are guided by the views of the affected people. This will entail their engagement in decision-making processes, regular information sharing, and feedback handling with the aim of empowering communities with the confidence, skills, and resources needed to identify and resolve their persistent challenges and vulnerabilities.

KEY OBJECTIVES

1. Facilitate meaningful participation of forcibly displaced persons in all phases of response and solution planning, including design, implementation, monitoring, and evaluation, by ensuring their representation in decision-making and policy processes, and addressing barriers to participation across Age, Gender, and Diversity (AGD) groups.
2. Ensure that communities have access to relevant, accurate, and timely information by establishing multiple, safe, and preferred communication channels as identified through information and communication needs assessments.
3. Strengthen and expand community-based feedback mechanisms allowing communities to share their concerns, challenges, and needs regularly with UNHCR and partners, with an emphasis on a timely closure of feedback loops.
4. Increase direct field presence and proximity to refugee communities by UNHCR and partners through coordinated digital and face-to-face outreach sessions facilitate protection by presence and humanitarian access.

APPROACHES

- Use of diverse participatory methods including regular participatory assessments at different stages of the programme cycle. The participatory approaches will enable staff and partners to seek opinions of all targeted populations and advocate for inclusion of their views in decision-making processes.
- Identification of barriers to meaningful participation of community groups at risk of exclusion/ marginalization and development of joint mitigation measures.
- Regular mapping of community structures and representatives of all AGD groups, particularly those at risk of marginalization, and strengthening engagement with focal points. These will include outreach volunteers, community opinion leaders, elders, community committees, religious leaders, Organizations of Persons with Disabilities, women groups, local administrators, and organizations led by displaced persons.
- Implement both face-to-face and digital communication and feedback mechanisms that are safe, preferred, inclusive, and accessible to all Age, Gender, and Diversity (AGD) groups, leveraging community-based structures such as outreach volunteers/monitors to ensure meaningful engagement and responsiveness.
- Systematic management of feedback received from targeted populations to ensure timely closure of the feedback loop and utilization of the feedback for decision making within the operation and in various policy making structures.
- Support establishment of country level and regional level Refugee engagement structures in collaboration with regional economic communities and other partners to promote amplification of voices of the people.

3.2 Access to Protection Services and Assistance

Strengthen the capacity of forcibly displaced and stateless persons to assess their own protection and development needs, identify individuals at heightened risk, and refer them to appropriate services and assistance. Community members will play a critical role in mitigating harm and delivering essential services through organized community structures, with support from UNHCR and partners as needed.

KEY OBJECTIVES

1. Facilitate community-led identification of risks and mitigation measures and support targeted assistance, including emergency cash assistance, health assistance, case management for child protection and GBV, emergency shelter, and durable solutions as required.
2. Ensure that Forcibly Displaced and Stateless persons have access to available public services, including Health, Education, and Livelihoods, and sustain their access through appropriate advocacy at a grassroots level and with government agencies as required.
3. Strengthen community referral pathways by providing up to date information to communities and outreach volunteers about available services and how to access them.

APPROACHES

- Facilitate regular community-led needs assessments to inform program design, resource allocation, and advocacy, enabling delivery of services that are not only relevant but also equitable.
- Co-develop information and communication materials with communities on available services and disseminate widely with focal points of community leaders, outreach volunteers and other community structures to populations in schools, communal places, people on the move and other community defined populations.
- Support Community led advocacy with local partners, government actors, international organizations and private sector to ensure continued access to services by Forcibly Displaced and Stateless persons.
- Build the capacity of partners, organizations led by forcibly displaced persons and other community structures to identify available services, support, and refer individuals to access the services within the community, and ensure appropriate referral pathways if services are unavailable or inaccessible.
- Identify and maintain database of individuals and groups facing heightened protection risks because of their circumstances or the humanitarian context to inform community-level interventions to mitigate the risks associated with the specific needs.

3.3 Enhancing Localization

Invest resources in the institutional capacities of local actors and organizations led by Forcibly Displaced and Stateless persons, including women led organizations, organizations of persons with disabilities, faith-based organizations, civil society, and youth groups. Strengthen their capacities in preparedness, response, and coordination, especially in fragile contexts where communities are susceptible to armed conflicts, disasters, recurrent outbreaks, and the effects of climate change.

KEY OBJECTIVES

1. Expand UNHCRs investment in institutional capacity building while recognizing the diverse expertise amongst targeted populations and local structures.
2. Enhance funding access to Organizations led by Forcibly Displaced and Stateless Persons.
3. Support effective preparedness and response initiatives by engaging proactively with organizations led by Forcibly Displaced and Stateless persons as equal partners and fostering their participation in coordination mechanisms.

APPROACHES

- Design tools to facilitate self/guided mapping of organizations led by Forcibly Displaced persons and host communities in collaboration with the affected populations to enable analysis of existing organizations, their geographical locations and services offered.
- Promote the inclusion of forcibly displaced persons in existing host community structures or organizations by facilitating their participation in local governance, service committees, and community-based initiatives, fostering social cohesion, mutual understanding, and shared responsibility for protection and development.
- Engagement and close collaboration with national government agencies, local authorities, faith-based organizations and other national/ local partners in the design and implementation of policies and frameworks pertaining to forcibly displaced persons.
- Systematically identify barriers to establishment of organizations led by Forcibly Displaced and Stateless persons such as those related to registration and legal documentation. Barrier analysis should equally identify challenges facing marginalized and at-risk groups e.g. People with disabilities, LGBTQ+ persons and survivors of GBV.
- Support Forcibly Displaced Persons to establish community-based organizations/associations that are recognized by state actors including Refugee Led organizations, Youth led organizations, Organizations led by persons with disabilities and Women led organizations. This will facilitate access to resources and structured capacity strengthening that will contribute greatly to accessing services.
- Provide targeted trainings, mentorship and resources to organizations led by Forcibly Displaced and Stateless persons through a graduation approach to enhance their operational and institutional capacities.
- Facilitate access to funding to organizations led by Forcibly Displaced and Stateless persons to enable them undertake community led initiatives to address identified needs in the local population.
- Inclusion of CBOs, Faith based organizations and organizations led by Forcibly Displaced and Stateless persons in coordination mechanisms as well as mitigation of barriers to their meaningful participation in those structures.

3.4 Community Empowerment

Community empowerment for forcibly displaced persons refers to the process of enabling refugees, asylum seekers, internally displaced and stateless people to actively participate in decisions that affect their lives, claim their rights, and shape their futures. It is about shifting power dynamics so that forcibly displaced persons are recognized as rights-holders, leaders, and partners, not just beneficiaries.

KEY OBJECTIVES

1. Existing community protection mechanisms are mapped and strengthened.
2. Harmful coping strategies driven by displacement-related stressors are identified and mitigation measures supported through sustainable alternatives.
3. Targeted communities are capacitated to identify and prioritize their needs and to plan community-led solutions which can be supported through seed-funding and mentorship from UNHCR and partners.
4. Ensure that communities can meaningfully participate in discussions and interventions that affect their lives, including the determination of selection criteria, advocacy, planning, and monitoring of the initiatives undertaken by partners.
5. Support behavior change communication and initiatives that promote self-reliance within targeted communities and reduce dependency on partner organizations.

Ethiopian refugee women in Gedaref State, Sudan, opened a successful tailoring shop with UNHCR support. © UNHCR/Althea Gonzales

APPROACHES

- Forcibly Displaced and Stateless persons identify gaps in services and advocacy priorities through systematic participatory engagement with all stakeholders
- Build the skills and knowledge of community members and community-based structures to lead protection initiatives.
- Provide targeted capacity-building for key influencers, including traditional and religious leaders.
- Promote the leadership of young women and girls by increasing their participation in community processes, supporting the formation and empowerment of women-led organizations, and addressing cultural barriers to their meaningful engagement.
- Enable inclusive community leadership by facilitating the active participation of youth and persons with disabilities in the design and implementation of community initiatives.
- Enhance access to resources by supporting communities to mobilize donor funding and other key inputs needed to design and implement local, sustainable solutions to protection risks.
- Advocate for the integration of Forcibly Displaced and Stateless persons into national systems including education, healthcare, civil documentation, and employment, to promote long-term inclusion and self-reliance.

3.5 Partnerships and Coordination

Foster and strengthen meaningful partnerships with a diverse range of stakeholders, to better plan and coordinate responses and to build a strong support system for forcibly displaced and stateless persons and host communities.

KEY OBJECTIVES

1. Explore and expand linkages and partnerships with governments, local authorities, private sector entities, civil society organizations, academia and research institutions, host community, religious leaders, organizations led by displaced persons, regional economic communities among others, bilaterally and within relevant working groups or coordination platforms.
2. Strengthen the existing EHAGL Community-based Protection Network (CBPN) to facilitate consistent and coordinated approaches to outreach, information sharing, the provision of services, and advocacy.

APPROACHES

- Ensure continued and comprehensive capacity building initiatives for communities, stakeholders, and UNHCR staff on community-based approaches, principles, concepts, and CBP programming with an AGD focus.
- Support regular and predictable coordination forums between UNHCR and stakeholders, including organizations led by Forcibly Displaced and Stateless persons, to strengthen coordination within the refugee sector and ensure consistent information sharing.
- Strive to establish alliances with new partners and service providers to enable adequate and effective protection services to Forcibly Displaced and Stateless persons and host communities.
- Regular and systematic documentation good practices and critical evaluation of CBP approaches for learning, replication, and adaptation.

Hamdi Mohamed works for Halgan, one of two women-led refugee organization in Dadaab, combatting GBV occurring in camps. © UNHCR/Mohamed Maalim

4. A Multi Functional Teams approach to CBP Strategy Implementation

A Multifunctional Team (MFT) for Community-Based Protection (CBP) at UNHCR typically brings together diverse expertise to ensure a holistic, inclusive, and participatory approach to protection. The MFT will support compliance with UNHCR Age, Gender and Diversity Policy, including ensuring AGD inclusive programming, advocating for gender equality and strengthening Accountability to Affected People (AAP). Core Members of a CBP Multifunctional Team in UNHCR will be composed of the below members who will work collaboratively to design and implement the CBP strategy, analyze protection risks, design community-led responses, and monitor impact, ensuring that forcibly displaced persons are not just beneficiaries but active agents of change.

- **Protection Officer (CBP Focal Point):** Leads the CBP strategy, ensures community engagement, and coordinates protection responses.
- **Field Officer / Associate:** Provides direct interface with communities, supports implementation of CBP initiatives, and monitors field-level dynamics.
- **Gender-Based Violence (GBV) focal point:** Ensures GBV risk mitigation and response are integrated into community protection strategies.
- **Child Protection Focal point:** Focuses on child-specific risks, community-based child protection mechanisms, and safe participation of children.
- **Education Focal point***:* Links community protection with access to inclusive and safe education opportunities.
- **Public Health focal point:** Ensures community feedback informs health and hygiene services, and that protection risks in service delivery are addressed.
- **Livelihoods / Economic Inclusion focal point:** Supports community-led solutions to protection risks through economic empowerment and resilience-building.
- **Accountability to Affected People (AAP) Focal Point:** Ensures two-way communication, feedback, and response mechanisms are in place and accessible to all.
- **Monitoring & Evaluation (M&E) Officer:** Tracks the impact of CBP interventions and ensures community perspectives inform program adjustments
- **CBP operational and implementing partners** play a vital role in ensuring that protection responses are grounded in the needs, capacities, and priorities of affected communities.

5. Reporting Community Based Protection (CBP) Initiatives

Reporting CBP initiatives will prioritize visibility of emerging good practices and adopt a multi-functional team's approach, with each sector reporting on specific community-level engagements. CBP officers will, however, ensure that key initiatives are documented in the country's strategic plans and results framework. CBP personnel in country operations will share operational updates as guided by the country-level MFT and the RB CBP leadership. Mandatory organization-wide reporting on CBP strategy will be undertaken semi-annually and annually as guided by the UNHCR Regional Monitoring and Evaluation procedures.

Regular CBP activities will be reported through this regional tool: Digital Community-Based Activities Reporting Form (unhcr.org),which will be contextually tailored by the Information Management teams in collaboration with MFT to align with relevant geographical locations, key pillars within the EHAGL CBP strategy, and updates documented in global CBP frameworks.

Within the UNHCR global results framework (Strategic direction 2022-2026), the CBP function is embedded within Outcome Area 7 (Community Engagement and Participation) and supported by child protection and GBV outcome areas. The relevant core indicators are listed below:

Core outcome indicators	Core output indicators
7.1 Extent participation of displaced and stateless people across programme phases is supported	7.1.1 Number of people consulted through Participatory Assessments
7.2 Proportion of people who have access to safe feedback and response mechanisms	7.2.1 Number of people who used UNHCR-supported feedback & response mechanisms to voice their needs/concerns/feedback
7.3 Proportion of women participating in leadership/ management structure	7.3.1 Number of people who received protection services (covers all services beyond CBP)

CBP Applicable Good Practice Indicators

OUTCOME AREA	GOOD PRACTICE INDICATORS
OA04: Gender-based Violence	• Proportion of people at risk of GBV and survivors who benefitted from emergency safe shelter • Proportion of people at risk of GBV and survivors who received psychosocial support (including case management) • Proportion of people at risk of GBV and survivors who received cash for protection • Proportion of people at risk of GBV and survivors who received legal assistance • Proportion of people at risk of GBV and survivors who received medical assistance • Proportion of caseworkers who meet the core case management requirements to work independently with survivors • Number of trained participants (UNHCR and partner workforce and government authorities) who increased their GBV knowledge and skills on prevention and response • Proportion of GBV prevention activities led by women and girls from the community • Number of women and girls who participate in targeted empowerment activities as part of GBV prevention programmes • Number of people targeted with information-sharing activities on GBV in the onset of an emergency • Referral pathway is in place within one week of an emergency and regularly updated, and service mapping and standard operating procedures established • GBV information management systems are in place, including an inter-agency information sharing protocol • UNHCR has taken structured advocacy action to ensure provision of GBV services GLOBAL: Number of countries where UNHCR has taken structured advocacy action to ensure provision of GBV services • Proportion of UNHCR-led/co-led sectors/clusters which included GBV risk mitigation actions in their response plans • Extent known GBV survivors receive appropriate support

OUTCOME AREA	GOOD PRACTICE INDICATORS
OA05: Child Protection	• Extent that the national child protection system is inclusive of refugee children • Number of participants trained on child protection and children's rights • Number of children at heightened risk supported by BIP or child protection case management • Inter-agency BIP SOPs developed and operational • Number of parents/caregivers who participated in parenting programmes • Number of child protection actions that are led by community members, including children • Coordination Mechanism for child protection is established and functioning • Number of parents and community members reached with information and community engagement on child protection • UNHCR has taken structured advocacy action to ensure provision of child protection services • GLOBAL: Number of countries where UNHCR has taken structured advocacy action to ensure provision of child protection services • Number of children benefitting from group child protection and psychosocial activities
OA07: Community Engagement and Women's Empowerment	• Proportion of people using digital tools to engage with humanitarian agencies reporting that they received a timely and satisfactory resolution to their enquiry/complaint • Proportion of people who know how to report abuse or misconduct by aid workers • Number of community-led projects that are supported by UNHCR and partners
OA07: Community Engagement and Women's Empowerment	• Number of community members benefiting from leadership training • Proportion of known LGBTIQ+ people who receive services that respond to their specific needs • Proportion of people with disabilities with specific needs receiving support • Proportion of older persons with specific needs receiving support • Number of community-led projects/initiatives supported by UNHCR aimed at preserving and rehabilitating the natural environment • Proportion of sites reached with awareness raising materials and/or activities on PSEA, including how to report sexual exploitation and abuse and how to access victim-/survivor-centered assistance • Proportion of UNHCR personnel trained using the 1-day internal PSEA learning package • Number of community-led projects where peaceful coexistence is the primary project purpose • Proportion of feedback received which have been acted upon • UNHCR contributed to contingency plans for natural hazards in collaboration with government, local responders, and/or non-state actors • Forcibly displaced and stateless people affected by climate shocks and stresses received protection services from UNHCR and funded partners • Internally displaced people's participation in public affairs and decision-making is supported by UNHCR • GLOBAL: Number of countries where internally displaced people's participation in public affairs and decision-making is supported by UNHCR • Number of people who participated in peacebuilding mechanisms • Number of participants who have taken part in regular sport for protection activities

6. Standard Roles of a Community-Based Protection Officer

- A Community-Based Protection officer is a member of the Protection Team in a Regional Bureau or a Country Office and normally reports to the Senior Community-Based Protection Officer, the Senior Protection Officer, Head of Sub-Office or the Assistant Representative for protection.

- For a regional position, the incumbent may have direct supervisory responsibility for Protection and Community-Based Protection staff in the regional office, and a technical support role for Community-Based Protection staff in the region. For a country level position, the officer may have direct supervisory responsibility for Community-based Protection staff and other protection staff in the operation.

- She/he supports the implementation of protection standards and provides advice on community-based protection to senior management and Country Operation(s) in close collaboration with the Division of International Protection (DIP). The officer is relied upon by senior management to support a coordinated approach in the implementation of UNHCR's rights-based and community-based engagement and contributes to the achievement of UNHCR's commitments to Accountability to Affected People.

- S/he maintains close working relationships and supports Protection and Community-Based Protection staff in the field, who act as the critical interface between UNHCR and communities, enabling them to provide the AGD-sensitive analysis of community risks and capacities that form the essential foundations of national and regional programs.

- The officer maintains close working relations with sister UN entities, governmental entities, non-governmental organizations and academic institutions that can contribute to enhancing protection and achieving solutions through people centered, community-based and gender responsive approaches. The incumbent provides guidance to country operations to strengthen their coordination and advocacy on community-based approaches to protection with governments, partners and other key stakeholders.

- Assist with the implementation and integration of community-based corporate policies in multi-year and multi-partner protection and solutions strategies and operations plans.

- Support the systematic application of participatory, rights based, and gender responsive protection approaches and implement community-based GBV prevention and response as well as community-based child protection and statelessness programmes.

- Contribute to the appropriate adaptations of programmes as a result of the analysis of feedback received from affected communities, as well as other political, social, economic and cultural developments that impact on the protection environment.

- Participate in country level planning exercises and advocate for the mobilization and (re)allocation of funds to the implementation of community-based and gender responsive approaches across programmes and sectors in line with regional and country community-based protection strategies.

- Support the establishment and management of preferred community feedback and response system and participate in the analysis of community feedback

- Support capacity development through training and coaching of staff in the domain of AGD, Accountability to Affected People (AAP), CBP, Gender Equality, Youth, Disability inclusion and mainstreaming of the CBP approach in other sectors.

- Provide technical guidance and support to ensure data relevant to assess and monitor progress on the implementation and impact of community-based and age, gender and diversity approaches is collected, and AGD-sensitive analysis of community risks and capacities is undertaken.

- Support the consolidation of reporting on community-based protection and contribute to reporting on the protection of different AGD groups, including identification of trends and collection and dissemination of good practices.

- Contribute to the development of partnerships with a variety of stakeholders including government institutions, UN, civil society actors, and the private sector inclusive of youth, disability, LGBTI, women rights stakeholders and other diverse groups; for the purpose of advocating for community-based approaches for the protection of displaced persons, including implementation of Outreach and communication with diverse groups.

- For functions at a regional level, support harmonization of CBP strategies in the region and their alignment with global policies, identify and disseminate good practices, support exchange of expertise and provision of a regional level analysis of trends as well as aggregated reporting on implementation of Community-based and AGD approaches.

7. Theory of Change

The CBP Theory of Change envisions a future where displaced populations in the EHAGL region live in safety and dignity, enjoy their rights on an equal basis, and actively participate in decisions that affect their lives.

This impact is achieved through a series of interconnected outcomes, outputs, and activities, grounded in the principles of Age, Gender and Diversity (AGD), Accountability to Affected People (AAP), localization, and protection by presence.

Outcomes

To realize this vision, the strategy aims to:

1. **Strengthen community resilience and self-protection mechanisms**, enabling communities to identify and respond to protection risks.
2. **Increase inclusive participation** of affected populations in humanitarian programming, ensuring their voices shape the design and delivery of services.
3. **Enhance access to protection services and humanitarian assistance**, especially for those with specific needs.
4. **Improve accountability and responsiveness** of UNHCR and partners to community feedback and priorities.

Outputs

These outcomes are supported by key outputs, including:

- Establishment of **functional community-based structures** and networks.
- **Training and capacity building** of community members, local actors and organizations led by forcibly displaced persons to lead protection initiatives.
- Operational and accessible **feedback and complaint mechanisms**.
- Implementation of **inclusive assessments and monitoring systems**.
- Engagement of **local organizations and community actors** in program design and delivery.
- Increased **field presence and outreach activities** to strengthen protection by presence.

Activities

To generate these outputs, UNHCR and partners will:

- Conduct **participatory assessments and community mapping** to understand needs and capacities.
- Facilitate **technical, financial and institutional** support for community-based structures including Organizations led by displaced and stateless persons.
- Establish and maintain **feedback and referral systems**.
- Support **community-led protection initiatives** and peer networks.
- Engage in **regular face-to-face outreach sessions** to build trust and identify protection concerns.
- Apply **AGD analysis** throughout all phases of programming.

Assumptions

This theory of change is built on several key assumptions:

- Communities are willing and able to participate in protection processes.
- UNHCR and partners have adequate resources and capacity to support CBP implementation.
- Humanitarian access is sufficient to maintain regular engagement.
- Local organizations are present and capable of contributing meaningfully.
- National policies support the establishment of organizations led by displaced persons.
- AGD and AAP principles are consistently applied across sectors.

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