



UNHCR
The UN Refugee Agency

TRANSFORMING COMMUNITY STRUCTURES INTO COMMUNITY PROTECTION STRUCTURES



**An emerging practice
in Community-Based Protection
in North Kivu, South Kivu and Ituri
in the Democratic Republic of the Congo**



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Cover photo: Photo of a community worker providing Covid-19 prevention information to a group of men

Photo credit: UNHCR, the Democratic Republic of the Congo

Title of the project: Transforming community structures into community protection structures - Strengthening social cohesion & resilience in the eastern provinces of the Democratic Republic of the Congo through a community-based approach.

Project objective: To reinforce community structures and strengthen peaceful coexistence.

Dates: July 2018 to present

Population groups: Internally displaced persons (IDPs), refugees and host communities.

Partners: Community members, CARITAS, Association for Voluntary Service International (AVSI) and INTERSOS.

PROJECT OVERVIEW

In 2018, the United Nations High Commissioner for Refugees (UNHCR) and its partners began to support the setting up of community protection structures (CPS), and to realize quick impact projects¹ (QIPs) in the east of the Democratic Republic of the Congo as a way of enhancing dialogue between IDPs, local communities and the authorities. The goal was to bolster the participation of internally displaced persons (IDPs) in decision-making processes, while also supporting communities' efforts to

reduce and prevent human rights violations. Both IDPs and host community members, as well as refugees in some cases, participated in these initiatives, which reinforced existing local community structures, thereby expanding the role of members in contributing to and influencing decisions impacting their lives. As a result, participants were less dependent on international actors, protection monitoring was strengthened and peaceful coexistence was promoted.



Community structure: A formal or informal group of people that play roles, including participation in management and decision making in community life. It may have leaders, who are democratically or self-elected or informal, including traditional leaders.



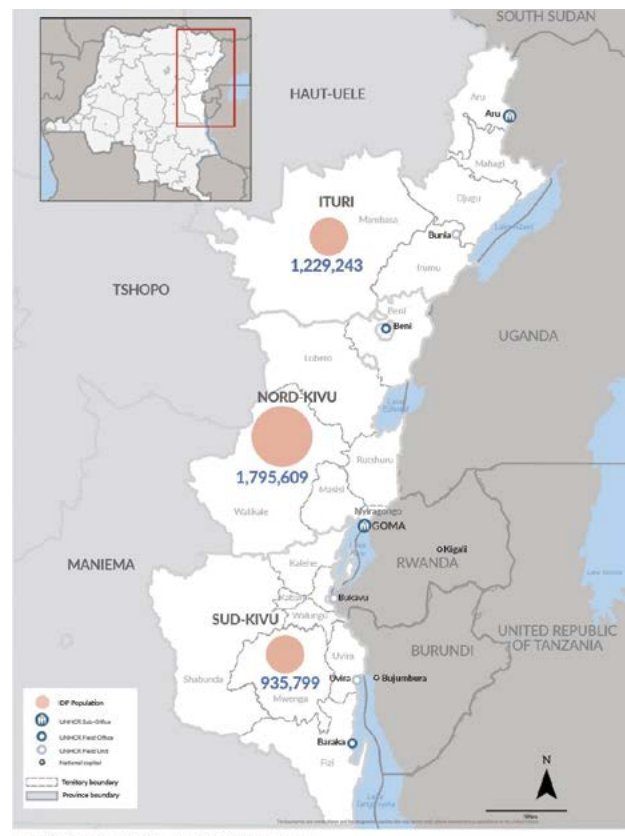
Community protection structure: A group of people whose membership is encouraged to be inclusive, diverse, and representative of the community they belong to, including IDPs, refugees, asylum-seekers and host community members. While they already have ways to protect their members, they receive support and training from UNHCR and its partners to strengthen their protection capacities and skills. They can include associations, self-help groups and other organizations whose work contributes to protecting individuals or marginalized groups.

¹QIPs are small, rapidly setup projects aimed at helping to create more stable conditions in the longer term while fostering social cohesion. They enable communities to take advantage of development opportunities, help strengthen the resilience of communities and nurture community spirit.

The situation in the Democratic Republic of the Congo remains one of the most complex and long-standing humanitarian crises in Sub-Saharan Africa. There are nearly four million² internally displaced persons in the east of the Democratic Republic of the Congo, 88 per cent of whom reside alongside host community families. Internal displacement is linked to unresolved inter-community conflicts, primarily due to deeply rooted and long-standing tensions over identity issues, access to power and control over natural resources.

Since 2017, North Kivu, South Kivu and Ituri provinces have witnessed a deterioration in security due to increased activity among armed groups. Fighting between these groups has increased, as have the operations waged against them by the national army, Forces armées de la république démocratique du Congo (FARDC). These conflicts - together with weak governance and rule of law structures, have resulted in mass displacement in all three provinces, grave human rights violations, including physical harm and gender based violence (GBV) perpetrated not only by armed actors, but also by the security sector and by other community members. Weak police and justice systems contribute to a culture of impunity. Moreover, there is limited access to healthcare, employment and education, loss of land, agricultural assets and shelter, food insecurity, loss of documentation and very limited enjoyment of civil rights.

From January to June 2018, a total of 130,043 protection incidents were reported nationally, with the highest number recorded in the Kivu provinces.³ In November 2019, UNHCR declared an internal L3 emergency for all three provinces to address the large-scale displacement and acute humanitarian needs. Cyclical and pendular displacement have become the norm, with families forcibly displaced more than once. Moreover, these mass displacements have placed a huge burden on host communities, which tend to remain open to helping those in need even when they have little to share.



Map of the Ituri, North Kivu and South Kivu provinces of the Democratic Republic of the Congo, indicating the IDP populations and UNHCR offices. In Ituri province there are 1,229,243 IDPs, while in North Kivu there are 1,795,609 IDPs and in South Kivu there are 935,799 IDPs.

All three provinces (Ituri, North and South Kivu) are hosting refugees, returnees and IDPs. While IDP camps have existed for some time in North Kivu and were recently established in Ituri, the majority of IDPs, some 80 per cent, live alongside host communities. These communities quickly became the main agents of protection and assistance for IDPs, often insufficiently supported by national and international actors. The pattern of chronic displacement and continued cycles of violence means that the capacity of host communities to absorb and assist IDPs is overstretched: local government structures are overwhelmed and unable to respond to the needs of IDPs, which, coupled with continued drivers of forced displacement, places IDPs in a vulnerable situation and at risk of further displacement.

²UNHCR Emergency Update: Ituri, North Kivu and South Kivu Provinces, the Democratic Republic of the Congo 31 March – 13 April 2020 <http://reporting.unhcr.org/sites/default/files/UNHCR%20DRC%20Ituri%20North%20Kivu%20%26%20South%20Kivu%20Emergency%20Update%20%20-%2031MAR-13APR20.pdf>

³Humanitarian Needs Overview 2018.



Photo credit: UNHCR, the Democratic Republic of the Congo

Photo of a community worker sharing information with a group of primary school children

Moreover, local communities hosting refugees, returnees and IDPs have little to no say on how best to address the protection challenges, which threaten to undermine peaceful coexistence. Inter-community relations have suffered due to the depletion of household resources within host communities. Host communities may also include people with ties to various armed groups and/or shifting alliances between groups. Children of host families have also been affected, as schools and communal buildings have been used to shelter IDPs. Health and other basic services are also overstretched. The burden on host communities has been particularly high in the areas of shelter, food security, and other resources. This has resulted in serious gaps, which have had a disproportionate effect on mothers and children, older persons and those with pre-existing health

conditions. Persons with specific needs, including older persons, persons with disabilities, female-headed households and young persons, face barriers to their participation in decision-making processes, which remains limited.

Host communities have seen their own resources decrease with the arrival of IDP communities, representing an additional burden. This depletion of resources erodes solidarity, causing tension between host and displaced communities. The presence of few development actors in the region and the as-yet weak “nexus” between humanitarian, stabilization and development actors, seriously limits the potential for sustained ownership of an IDP response by local authorities, as well as the search for durable solutions.

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PROJECT BACKGROUND

Within this context of rising tensions and depleted resources, community protection structures, involving both the host and displaced communities, are key to recognizing individual and collective agency. Community protection structures can reinforce both preparedness for new IDP arrivals as well as the response to an influx of displaced persons. By being better able to exercise their agency, communities take on an active role that allows for a sense of ownership, a clear role in decision-making and planning and implementing actions that relate to their everyday lives. This empowered role promotes self-reliance and builds the foundation for sustainable, peaceful coexistence. It also makes an important contribution to a more community-oriented approach to local governance that is being rolled out by development actors such as the United Nations Development Programme (UNDP) and United Nations Police (UNPOL).

UNHCR launched the first pilot of this community-based protection project in North Kivu in 2018, in collaboration with INTERSOS, seeking to support 10 community structures representing both IDP and host community members. Since then, building on the initial success of the pilot, activities have been scaled up: in 2019, UNHCR supported 65 community structures in Ituri, North Kivu and South Kivu in partnership with CARITAS and AVSI.

In line with UNHCR principles of protection and policy guidelines on age, gender and diversity (AGD), the operation did not consider the community as a homogeneous group, but rather explored the diverse needs, protection risks and capacities of women, men, boys and girls based on their intersectional identities. Communities were supported to analyse protection risks, prioritize responses to be put in place, strengthen community structures across areas affected by displacement and to target displaced and host communities through concrete interventions favouring economic self-reliance, joint decision-making and peaceful coexistence.

Quick impact projects (QIPs) were used as a means to mitigate conflict and reduce dependency on humanitarian assistance in response to identified priority community needs. Additionally, they also strengthened the independence and cohesiveness of community structures and other “mixed” community groups (IDPs, local communities and sometimes refugees). The approach used is rooted in the Assets-Based Community Development (ABCD) model⁴. By empowering communities to identify and utilize the assets and resources they already possess, this model offers a shift from the needs-based approach, which emphasizes local deficits and looks to external entities for resources.

The specific objectives of the project approach were to:

1

Minimize the effects of displacement on host communities;

2

Strengthen peaceful coexistence between IDPs and host communities;

3

Support the communities' self-resilience and self-determination in designing protection actions;

4

Enhance dialogue between IDPs, local communities and the authorities by reinforcing the participation of IDPs in decision-making processes and supporting communities to take action to reduce and prevent human rights violations.



Photo of a female community worker sensitizing a group of women and children on Covid-19.

PROCESS AND ACTIVITIES

The community-based protection methodology strengthens and/or revitalizes community structures, transforming them into “community protection structures” by increasing the participation of IDPs in decision-making bodies that exist within host communities.

The inclusion of other civil society structures, such as civil society organizations, churches or other religious groups, cooperatives and savings groups is also important. The inclusion of young people and women, groups that are under represented in leadership structures, is actively sought and enforced, thus promoting an AGD approach in areas of engagement.

In addition to working with civil society, the programme works with small groups of provincial and local government officials on their preparation for and response to emergencies. These groups, referred to as synergies, harness the collective skills and mandates of participating institutions for a more coordinated plan and response.

Specifically, the process includes:

- Ensuring IDPs take part in decisions together with the host communities and with local authorities;
- Providing technical support to community structures on protection, leadership, management, decision-making and coexistence issues;
- Strengthening the autonomy of community structures through material support and training on preventing and responding to protection risks;
- Supporting community protection structures in designing solutions to the problems IDPs face;
- Advocating for harmonized approaches in all agencies that work with communities;
- Creating mechanisms to collect information using key community communication networks;
- Supporting communities in setting up common projects (i.e. QIPs with IDPs and host communities).

⁴Read more in Kretzmann, John; McKnight, John (1993). *Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets* (third ed.). Chicago, IL: ACTA Publications. A short summary of ABCD can be found [here](#).

Noting that each situation is different, that the process may occur in a different order and that the structures involved will vary according to what is in place, the engagement of local authorities and the priorities of participants, the methodology includes the following steps:

1



UNHCR, in consultation with cluster and local authorities, selects a community hosting IDPs to work with, based on criteria such as protection needs, reported gaps and accessibility.

2



The IDP leadership is approached, and community structures identified. In some cases these are new and in other cases they already exist, having been launched to facilitate local development planning and other activities. Community leaders of the newly created or revitalized CPS discuss protection and coexistence issues to be addressed.

3



Community structures are trained and accompanied in monitoring protection in their communities; community advocacy; negotiating the justice system; identifying protection incidents and transforming themselves into community protection structures. Communication is established with UNHCR/partner protection staff.

4



Local authorities are visited by representatives from both host and displaced community protection structures for discussions on the inclusion of IDPs in local development and emergency response plans (work is underway to formalize humanitarian response chapters for such plans). Where possible they are included in training and priority setting processes.



IDENTIFYING COMMUNITY STRUCTURES

UNHCR, in consultation with the protection cluster and local authorities, selects a community hosting IDPs based on joint knowledge of protection problems. Communities need to be located in accessible areas where the security situation is stable and should have existing community structures; in particular, those that have the capacity to interact with local authorities.

A screening tool⁵ developed by UNHCR Goma is then used to guide the identification of community structures, which includes ranking based on a range of criteria such as the membership composition, organizational structures, motivations, relations with authorities and community perceptions of the structure. Where community structures do not exist, UNHCR and partners speak with IDP leaders,

members of civil society and authorities, to identify those who may be interested in forming such a group, seeking an inclusive and diverse membership of approximately 12 to 20 persons. Where traditional community-based committees exist, they need to be encouraged to be representative of the population and to include females, young people and IDPs, as well as all ethnic groups and those who might otherwise be excluded, in their membership.

In one case, a community structure in Adjomba, North Kivu expressed its reluctance to include IDPs. However, after UNHCR advocated with local authorities, membership was defined as *habitant de la zone* (individuals residing in the locality). This was deemed acceptable to all parties and IDPs were welcomed to the community structure.

⁵Fiche de collecte des informations sur les structures communautaires de protection



TRAINING, ACCOMPANYING AND TRANSFORMING COMMUNITY PROTECTION STRUCTURES

UNHCR, in collaboration with its partners, facilitates training sessions for members of community structures in the context of supporting their transformation into community protection structures (CPS). Standardized training agendas have been designed on various topics, including protection elements such as “do no harm” and personal safety, conflict analysis, mediation and reconciliation, conflict-sensitive communication, community protection plan development, communication techniques and needs assessments. They are tailored to each community to best reflect their needs and experience. Minimum response standards, protection monitoring, and community-based protection are introduced, and practical

guidance is provided on how and when to apply the concepts, including in advocacy and negotiation.

In addition, workshops are organized for both state and non-state actors, as well as the community protection structures, to promote trust and recognition of the roles of these structures, while informing them about the rights of IDPs, refugees and returnees. Following the training, participants are guided in the development of community protection plans. Typical elements of a community protection plan, i.e. examples of what protection risks they generally address, are displayed in Annex 1 (community protection plans – an example from ASVOPROKI⁶).



DEVELOP COMMUNITY PROTECTION PLANS

Each community group decides itself how it will plan and prioritize its work. In most cases, the groups decide to draft a community action plan that includes both training and awareness-raising activities as well as information gathering and advocacy. CARITAS/AVSI support the groups as they identify their priorities and then offer modular support in the form of training and materials and (in some cases) direct action or referral to the Protection Cluster, to amplify their advocacy. The community protection plans are implemented by the community protection structures, including

the advocacy elements, based on an analysis of the protection situation. During inception training, Community Protection structures are asked to engage in advocacy with the paramount principle of “do not harm”.

A collection of community groups in the southern part of North Kivu have used their own advocacy skills to lift or improve behaviour at more than 30 unauthorized road blocks – a major source of protection incidents and a barrier to freedom of movement all across the region.



QUICK IMPACT PROJECTS

The community-based protection methodology strengthens and/or revitalizes community structures, transforming them into “community protection structures” by increasing the participation of IDPs in decision-making bodies that exist within host communities. Specifically, the process includes:

- Mitigate risks of commonly identified conflict and escalation;
- Promote resilience to displacement;
- Strengthen mutual community acceptance; and
- Reduce IDP dependency on humanitarian assistance, incentivising empowerment.

⁶“Association de volontaires pour la protection des civils”

In Minova, South Kivu, a rotational bakery was supported as a QIP for 50 IDP and host community women, including persons with specific needs. This QIP was designed and organized by the participants themselves. After learning how to produce beignets (donuts), these were sold and a portion of the profit was invested in a common fund that enabled women to access small loans to fund other income-generating activities.

In Birambizo, North Kivu, a QIP enabled Rwandan refugees, IDPs and host community members to

cultivate fields together, supported with seeds and farming tools. Many Rwandan refugees face discrimination due to the perceived links to those involved in the genocide and this project served as a means of positive interaction between this group of refugees and their neighbours. Through technical support from CARITAS, participants learned to work with each other, fostering social cohesion and a different image of Rwandans was born, reflecting their character as civilian families.

PARTICIPATION AND ACCOUNTABILITY

Membership of community protection structures is diverse and inclusive in terms of age and geographical background/country of origin and often includes persons with disabilities.⁷ Where structures were not sufficiently representative in terms of gender balance, UNHCR intervened to encourage them to adjust their membership where possible.

The QIPs supported by CARITAS and AVSI were identified and designed based on the priorities and solutions identified by the CPS. They embraced the protection elements of prioritizing safety and dignity and avoiding causing harm at all stages of the intervention cycle by:

- Avoiding exacerbating disparities and prohibiting discrimination between assisted populations;
- Avoiding provoking or exacerbating tensions or conflicts within assisted communities; and
- Considering the needs of more vulnerable groups such as children and women.

Activities have a “do no harm” approach and ensure that IDPs and host communities are included and work together peacefully without discrimination.

RESULTS AND ACHIEVEMENTS

Following the training of 10 community protection structures in North Kivu in 2018, advocacy interventions undertaken by these structures resulted in the release of 255 victims of arbitrary arrests, the removal of 38 illegal taxation checkpoints and the referral of 105 survivors of gender-based violence (GBV) for follow-up. Initial feedback from CPS members showed host communities felt more responsible for IDPs, which in turn positively contributed to social cohesion.

A pilot project called “Synergy” in Beni also helped improve IDP response coordination between the municipality, state actors, IDP committees and humanitarian actors. In addition, another CPS also stepped in where the state did not have sufficient resources to conduct assessments of schools

in need of rehabilitation, by mobilizing IDPs to identify schools in their communities in need of rehabilitation. In collaboration with the authorities in Rutshuru territory, CPS helped support IDP returns while another CPS secured 25 hectares of arable land for displaced persons.

In 2019, the capacity building of 65 CPS was focused on advocacy with local authorities and developing 63 community protection plans. As a result of these sustained efforts, 169 victims of arbitrary arrests were released, 53 illegal taxation checkpoints were lifted and 435 victims of human rights violations were referred for follow-up. UNHCR support helped facilitate enhanced dialogue with local authorities on the protection of displaced persons and develop solutions to the problems

⁷There is no specific quota for persons with disabilities but they are included as members.

affecting them. In Kasindi, North Kivu, an IDP committee was able to secure nearly 16 hectares of cultivable land for the benefit of displaced people. In Nobili, North Kivu, a crisis cell was established comprising humanitarians, civil society groups, government, community protection structures and IDP representatives.

Communication between IDP and host communities improved immediately once the QIPs were implemented and support extended to CPS. The impact of loans and credit for women provided concrete support to the most vulnerable women in both communities, thereby fostering social cohesion.

LESSONS LEARNED

- 💡 Detailed mapping of existing community structures in host and displaced communities is an essential first step before engaging the community in the project. Here, the support of a local social scientist or anthropologist could be useful.
- 💡 Ensure that you recognize that no community is homogeneous, which means it is important to actively explore the diverse needs, protection risks and capacities of women, men, girls and boys of different ages and diverse backgrounds.
- 💡 Shift from a needs-based model (looking at what the community is lacking) to an assets-based model (looking at what the community has in terms of skills and resources); the latter is more sustainable and empowering, but also requires a shift in mindset at all levels of the operation.
- 💡 Listen to the protection issues that communities of concern report. Communities often have a solution and it is important to encourage and maintain dialogue, as this enables situation monitoring while also ensuring that UNHCR and its partners can better respond to communities' needs in order to provide targeted support.
- 💡 Be aware of the influence of traditional leaders. While some Mwamis (traditional chiefs) were not active, they remained important interlocutors as they were responsible for the crisis cell. Moreover, their engagement in community protection structures helped strengthen partnerships with IDPs and UNHCR.
- 💡 Following the training of the members of the CPS, it was recognized that smaller decision-making committees were perceived to be stronger and more transparent when they engaged with local authorities. Going forward, it is important to find the right balance between being inclusive (and thus often a big group) yet small enough to facilitate interaction with local authorities.
- 💡 The need for training for front-line NGO workers was identified; to ensure that they possess protection/empowerment language skill sets and the tools they need to do their work.
- 💡 QIPs contributed to local development initiatives (such as the rehabilitation of water reservoirs) and helped to integrate development and humanitarian interventions while also fostering social cohesion.
- 💡 It is challenging to ensure that community protection structures remain independent from authorities and act primarily in the interests of the community.

TIPS FOR REPLICATION

- ✓ Always check whether community protection structures exist before creating new ones.
- ✓ It is important that community protection structures understand the UNHCR protection mandate, especially where there are tensions and state capacity is weak, as CPS serve as a good entry point that reinforces trust in UNHCR.
- ✓ Invest sufficient time in preparation (do your homework!): conduct studies, mapping exercises and situation analyses to assess community structures and dynamics within communities as this information will be used to inform project design.
- ✓ Launch a pilot at the start and extend progressively, ensuring adequate time for follow-up. Keep the size of the project manageable and start with a small number of community protection structures to ensure adequate monitoring.
- ✓ Enquire about the willingness of community members to participate and contribute to activities. Care must be taken to ensure that requests made to communities are reasonable and not overly complicated, given that they are contributing their time and efforts voluntarily.
- ✓ Introduce community protection structures to local authorities and ask for their collaboration and support, while also establishing links to development groups responsible for local development plans.
- ✓ Provide support through QIPs for self-reliance.
- ✓ Train protection monitors in the use of participatory approaches to collect information and data from CPS, which should alert monitors of incidents and share analyses with structures to support community response, including awareness-raising and advocacy.
- ✓ Ensure that community protection structures include a representative sample of the population and work on outreach to better connect to sub-groups within their communities by applying an age, gender and diversity (AGD) approach.
- ✓ Draft standard operating procedures (SOPs) for protection, outreach, and monitoring activities.
- ✓ Help to establish links to development groups responsible for local development plans.
- ✓ Consider creating a community-based protection sub-cluster within the Protection Cluster (local level) to promote common approaches and analyse information together.

NEXT STEPS

- To ensure systematic documentation of actions and results, including advocacy efforts by CPS, a monitoring tool is being designed that utilizes KoBo over the phone. This tool will be tested with three CPS, and their feedback will be used to improve the tool.

ANNEX 1

COMMUNITY PROTECTION PLANS - an example from ASVOPROK¹

| INCIDENT TYPE | LOCALITY | TIME | VICTIMS | PRESUMED PERPETRATORS | ACTIONS | WHO CAN HELP | RISKS | WHAT WORKS | WHAT DOES NOT WORK |
|--------------------------------|---|--------------|---------------------|---|---|--|---|------------|--------------------|
| Rape and other sexual violence | Kinili/ Mushwa/ lukopfu/ Muho/ Nkokwe/ katoyi/ luundje/muderi | Morning | Women and girls | Armed groups/men | » Sensitization » Advocacy » Referral to health services | Community protection structures (CPS) Local authorities, NGOs | Further threats and killings; additional protection risks for the survivors | | |
| Arbitrary arrest | Kibabi, Rubaya, Kinili, Runigi, Matanda | Every day | men | Police and FRDC | » Reporting incidents » Advocacy » Sensitization of the public regarding their rights | FRDC, PNC*, local authorities, NGOs and community structures | Additional protection risks, threats, hatred | | |
| Conflicts | Rubaya, Kibabi, Mushwa/Lukopf, Buporo | All the time | Population | Community | » Sensitization work on peaceful coexistence | Local authorities, community protection structures | Additional protection risks and murder | | |
| Insecurity | Rubaya, kinigi, mushwa | All the time | Population | Armed groups | » Alerts, sensitization of young people » Advocacy | National government, civil society, NGOs and MONUSCO | Flight, threats, murder, displacement | | |
| Illegal roadblocks | Kasuma/rubaya | All the time | Population | Armed groups | » Reporting, advocacy, alerts » Raising the awareness of the public regarding their rights | Government of the Democratic Republic of the Congo; heads of groupements | Torture and kidnapping | | |
| Illegal taxes | Mululu, bibatama KACHEHEMBE | All the time | Population | Armed groups and people taking illegal levies | » Alerts » Reporting » Elimination of illegal levies » Raising awareness of legal tax system | The chef du chefferies, local authorities | Arrests and kidnappings | | |
| Forced marriage | Kosoko/mumba, kalangala | Sometimes | Girls, boys, men | Parents, armed groups | » Sensitization to change behaviour. | PNCs, NGOs and community protection structures | Additional protection risks for girls | | |
| Exploitation of children | Kibabi, Rubaya, Matanda, Kasenyi, Muho, Nkokwe, Camp/Kibabi et Buporo | Every day | Children (under 18) | Parents and exploitative mine workers | » Raising awareness, reporting | Community protection committees, PNC | Children and families threatened and conflict of interest | | |

¹ Association de volontaires pour la protection des civils

| | | | | | | | | |
|---|---|------------|------------------------|-----------------------|--|--|---|--|
| Denial of resources | Kaloba, kinili, kabara, lunigi, katoyi | Frequently | Young women and widows | Parents and young men | » Sensitization and advocacy | Local authorities and CPS | Threats to victims | |
| Violence and harm | Camp/police, Buporo, Luundje, Kasenyi, Muho | Frequently | Population | Men | » Sensitization, reporting and follow-up; assessment on changes to the situation | PNC, ANR**, local authorities and CPS | Additional threats and protection risks for survivors | |
| Land disputed between farmers and herders | Kibabi, matanda, | Every day | Population | Herders/ pastoralists | » Sensitization of livestock owners, farmers; advocacy with authorities for equitable management of land | Farmers and extension agronomists, local authorities and CPS | Increased violence and conflict | |
| Illegal detention | Kibabi/police, rubaya, kinigi, runigi | Frequently | Population | PNC and FARDC | » Sensitization » Advocacy » Reporting | The police, local authorities and CPS | Torture, physical violence | |

*PNC - Police Nationale Congolaise, **ANR - Agence Nationale de Reinseignement (National intelligence agency)

| No | Activities | Timeline | | | | | | | | | | | | OBS | |
|--|---|----------|---|---|---|----------|---|---|---|----------|---|---|---|-----|--|
| | | October | | | | November | | | | December | | | | | |
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | |
| Actions at community level | | | | | | | | | | | | | | | |
| 1 | Sensitization of communities regarding human rights, child protection and GBV | | | | x | x | | | x | x | | | x | | |
| Actions targeting local authorities | | | | | | | | | | | | | | | |
| 2 | Sensitization of local authorities (chiefs of groupements and localities) regarding land management and the mediation of land-related conflicts | | | | x | | | | x | | | | | | |
| Specific actions targeting displaced persons | | | | | | | | | | | | | | | |
| 3 | Sensitization of internally displaced persons at the sites, regarding durable solutions to displacement | | | | x | | | | x | | | | x | | |
| Specific actions targeting pygmy populations | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | |

Notes

Community protection plans like the above are prepared by Community Protection Structures with the support of NGO partners. They are not reviewed by UNHCR. The translation of the above plan has tried to maintain the spirit of what has been submitted by the community.

ANNEX 2

DISTINCTION TABLE

Below you will find the categorization table for field practices. The practice above from the DRC has been defined as an emerging practice based on the criteria below:

| | Case Study | Emerging Practice | Promising Practice |
|---------------------------------|---|---|---|
| Rationale | <p>Capture practices to provide information on process, insights and lessons that are of interest (topics, themes etc.), but there is no requirement to evidence the study.</p> <p>The purpose of case studies is to capture successful and/or unsuccessful attempts to implement a project. These are considered valuable for learning and improving.</p> <p>There is a requirement that the study was designed to meet minimum criteria in <u>design</u>.</p> | <p>Identify and track practices which may have not yet produced sufficient results but there are indications that it could. The practice should not have been documented elsewhere with an exception of programme evaluations. There is a requirement to ensure that it meets the minimum criteria in <u>design and results</u>.</p> | <p>Document and share practices that are promising. The practice should not have been documented elsewhere with an exception of programme evaluations. There is a requirement to ensure that it meets the minimum criteria in <u>design and results</u>.</p> |
| Definition | <p>Descriptive and explanatory overview of a practice, or part of a practice, without requirement for provision of evidence or any judgement as to its value or sustainability. It can provide insights and lessons learned into future programming.</p> | <p>Practice that shows early indications of producing positive results to transform lives of individuals or communities.</p> | <p>Practice that is proven to work well and produce sustainable results, and has a protective and/or transformative potential for individuals or communities, as demonstrated by quality and reliable evidence. It can serve as a model to be replicated and scaled up.</p> |
| Results (evidence level) | <p>No results are required.</p> <p>It is a plain explanation of the process that does not have any results or may have very limited results such as quotes about the process.</p> | <p>The availability of indications can be 'showing signs of some aspects' to 'consider producing positive results along the way'.</p> <p>Indications can be assessment (qualitative or quantitative) or monitoring results that do not have a comparison with a baseline. An emerging practice should be something that has the potential to become a promising practice</p> | <p>There should be some existing results of effectiveness of the practice demonstrated as positive changes that the practice is making. Baseline and midline or endline data (qualitative or quantitative) should be available as well as documented results before and after the practice is carried out.</p> <p>When results are not documented, the practice can be still considered if staff members or partners can provide a detailed account on observable changes.</p> |

¹A demonstration of attempted adherence refers to those practices that attempted to apply the criteria and did not succeed for various reasons such as context/operational environment etc. It is recognised that all practice implementation must strive toward adhering to and achieving the criteria. It is acknowledged that there are lessons to be learned from challenges faced and unsuccessful attempts.

| | Case Study | Emerging Practice | Promising Practice |
|--|--|---|---|
| Inclusion | Can be a study that is inclusive of all groups or that is targeted. | Can be a practice that is inclusive of all groups or that is targeted. | Can be a practice that is inclusive of all groups or that is targeted. |
| Criteria *optional ®Should only be indication that these were considered in the design phase in order to allow for capturing all types of case studies. | Relevance® Participation® Age® Gender® Diversity® Do no harm® Innovation* | Relevance Participation Age Gender Diversity Do no harm Innovation* Results (indicated outputs/ outcomes/impacts) | Relevance Participation Age Gender Diversity Do no harm Innovation* Results (outputs/outcomes/ impacts) Sustainability Replicability Scalability |
| Timeline | No minimum requirement for implementation duration. Can be on-going or recently completed. | No minimum requirement for implementation duration. Should be on-going. | Implemented within the past 3 years, can be concluded or ongoing. |
| Submission | All submissions, regardless of a category, will be submitted using a common template to describe the practice briefly (not more than three pages) applying a self-rating tool | | |
| Process *clearance is only needed for documents for external publication | Self-rating by the field operation Review by HQ to confirm self-rating Completion of documentation by field team Review of documentation by HQ + editing Publish on intranet | Self-rating by the field operation Review by HQ to confirm self-rating Completion of documentation by field team Review of documentation by HQ + editing Approval and clearance (for external publications) at field level (+Bureau) Clearance at HQ and publish | Self-rating by the field operation Review by HQ to confirm self-rating Completion of documentation by field team Review of documentation by HQ + editing Approval and clearance (for external publications) at field level (+Bureau) Clearance at HQ and publish |
| How it will be used | Can be hosted online (intranet) Incorporated into learning tools and materials Can be offered as examples in various reports | Can be hosted online (intranet) Can be published in print or online for external audiences Incorporated into learning tools and materials Can be offered as examples in various reports | Can be hosted online (intranet) Can be published in print or online for external audiences Incorporated into learning tools and materials Can be offered as examples in various reports |

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