

KEY ELEMENTS OF RESULTS-BASED PROTECTION

A key element is a necessary action to achieve measurable results.

Why?

Achieving protection outcomes often requires multi-disciplinary and multi-sectoral efforts targeting various components of risk at multiple levels. This demands a conscious approach to mobilize relevant actors to cultivate complementarity between their roles. The relationships, boundaries, and synergies between humanitarian actors and other relevant stakeholders, including those with formal and informal roles to address the risk factors, must be acknowledged and considered.

How?

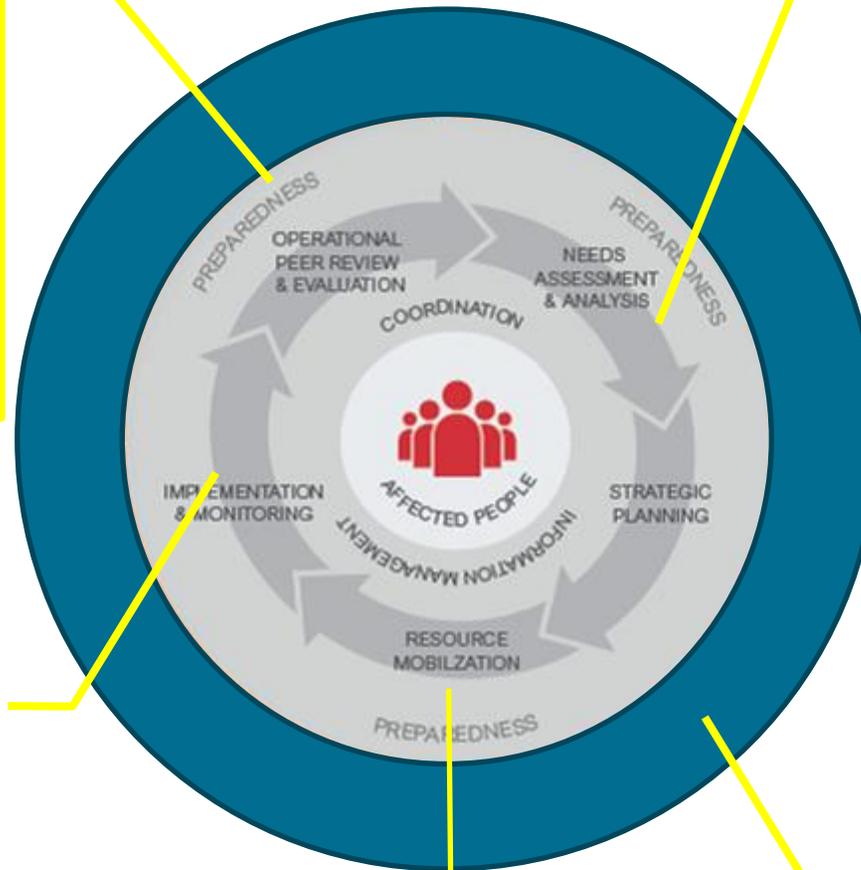
- Begin by recognizing that understanding the problem requires a comprehensive analysis seen through the lens of **multiple disciplines**.
- Engage with organizations and individuals outside and within the humanitarian community to understand **their perspectives, the relevance of their mandates and capacities to the risk factors that need to be addressed**. Beyond the affected population, this includes national and sub-national State and non-State authorities, national and local civil society, host communities, human rights and development actors, donor governments and the broader diplomatic community, peacekeeping and political missions, and others.
- **Analyze and differentiate between the levels of responsibility** of various actors to collectively address a protection issue. Determine the specific leverage points to influence and take up action.
- Establish **the collective action required by multiple actors** to address specific risk factors. **Establish incentives** for collaborative and coordinated effort to comprehensively reduce risk.
- A causal logic should **be used to establish the pathways to reduce risk and articulate the roles and specific contributions required** by different actors to address the various risk factors identified in the protection analysis. **Various roles might include, for example, convener, capacity builder, negotiator, facilitator, service provider, etc.**
- Establish the **sequencing of actions by different contributing actors** within the response at each stage of the program cycle.
- **Determine the level of engagement** (individual, family, community, national, regional, international) needed by the various actors in order to reduce risk, taking into account how the level of engagement is complemented or conflicted by the actions of others.
- **Monitor the assumptions present in the causal logic** with a view to adjusting the roles and contributions of different actors to achieve the desired protection outcome.
- Elaborate within the response how the contribution by different actors is tracked **in relation to other contributing factors** (by other actors, decisions, events) that are necessary to address the risk.

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One INGO is undergoing a process to **shift its organizational culture** to adopt a **learning practice** across sectors. In this case, the multi-sectoral organization is looking at how outcome mapping may help to unify different sectors on pathways towards change. This would link to tracking progress towards achieving protection outcomes. By linking progress across sectors towards achieving outcomes, the organization will be able to build up an evidence base for results



In Myanmar, the protection working group initiated a comprehensive protection analysis across two conflict-affected areas in the country. The process began by a series of meetings **engaging multiple stakeholders** within other sectors to participate in structured dialogue about the risk affecting communities. **Engagement with local actors, including national NGO consortia**, was necessary to identify the perspective and patterns of risk from different vantage points. The Protection Cluster mapped out existing, historical information and identified where gaps within the analysis remained. This allowed actors to identify and bring to the table additional organizations and academia to feed into the overall picture and disaggregate the risk patterns.

A program carried out by an INGO in Nairobi included a review process with **multiple stakeholders**. Stakeholders included a diverse selection of individuals from the refugee community, local partners, UNHCR, and the Kenyan Department of Refugee Affairs (DRA). This periodic review meant that these stakeholders were more responsive to community-defined priorities. This enabled the response to adapt to the changing context and be shaped by a diverse set of actors. **In this case, as the crisis changed, the INGO shifted its role in relation to these actors, from implementer to convener, in order to respond better to the changing environment.**

Do you have an example?

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