

KEY ELEMENTS OF RESULTS-BASED PROTECTION

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

Why?

Detailed understanding of the risk patterns people experience, as far as possible from their own perspective, is the basis for targeted efforts to measurably reduce risk and avoid interventions based on generalizations.

How?

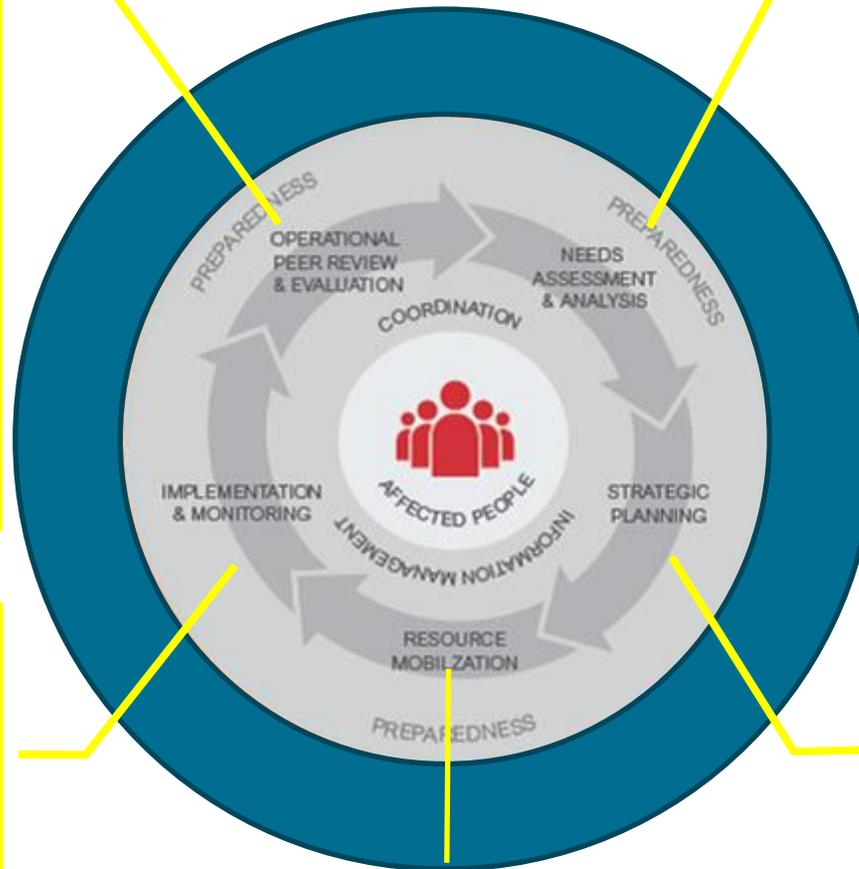
- Start with the **experience of the affected population** to identify specific threats, who is vulnerable to these threats, and why. Avoid pre-defining “most vulnerable” criteria, groups, or individuals.
- Identify what capacities people can bring to bear to reduce the threat and/or their vulnerability to a threat. Engage the affected population as far as is safely possible. Identify what **community-based solutions and coping mechanisms** already exist
- **Disaggregate the risk patterns** beyond sex and age to include gender, ethnicity, time, location, political affiliation, religion, disability, economic status, and other factors which have implications for exposure to threats.
- Identify the relevant **protection norm** at stake to help establish a benchmark to address the problem and set objectives for risk reduction. Relevant norms include national law, international humanitarian law, human rights law, and refugee law as well social, cultural, and religious norms which may be protective.
- **Examine the policies, practices, motivations, behaviors, attitudes, ideas, and beliefs** that drive those responsible for the threats, and at what level, and their aptitude to comply with fundamental norms and legal obligations. A similar examination should explore these same drivers for a person’s vulnerability and capacity to overcome a particular threat.
- Ground analysis of the risk patterns identified within a **historical and cultural context**.
- **Engage multiple actors** (within and outside of the humanitarian community) to contribute to data sets and analysis from multiple disciplines and perspectives.
- Use existing knowledge and experience to establish **assumptions** and then **continuously examine and revise assumptions** as more information emerges.
- Strategy development, program design, implementation, and M&E are informed by analysis carried out **on a continuous basis**. Ensure **analysis is carried out independently** of program cycle, funding cycles, reporting requirements.
- Purposefully design **information management** to enable continuous analysis, including to monitor disaggregated risk factors and track critical milestones in the causal logic underpinning the intervention.
- Use **initial or interim response activities** to deepen analysis and understand the nuances of risk to inform more comprehensive causal logic and program design. These could include, for example, capacity building exercises, dialogue with local actors, a one-off distribution, a community mobilization activity, etc.

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Continuous
context-specific
protection
analysis

Continuous context-specific protection analysis

Do you have an example?



The Syrian American Medical Society (SAMS) identified several examples of **protective solutions by communities living under siege**. Some types of community-based solutions that should be understood in a protection analysis in this example may include:

- People have created small gardens in spaces like rooftops, courtyards, and alleyways to provide residents with a small alternative food source
- Communities have developed sustainable energy production methods including one local council establishing a small solar project and others using bicycles to generate electricity to power small devices
- Medical centers have moved underground and separated into different buildings to limit the impact of airstrikes or barrel bomb attacks

In the Democratic Republic of Congo (DRC) an organization established **community-level protection committees** in a context of ongoing armed conflict. The committees served as an entry point to identify and address protection issues. When populations were displaced and dispersed as a result of armed clashes and attacks on civilians in their villages, the committee structures were able to regroup and network with other members. This created conditions for affected populations to mobilize, update and inform the protection analysis, and adapt programming to address prioritized protection issues.

A group of international humanitarian protection practitioners has developed a reference group on protection information management. This global initiative is an example of an effort to better use protection information management to **inform continuous analysis and mobilize collective efforts** towards the purposeful use of information to monitor disaggregated risk factors and track critical milestones.

In Kenya, an organization engaged multiple actors at various levels to inform a strategic response. The program **engaged a diverse group of stakeholders** from the refugee community, local partners, UNHCR, and the Kenyan Department of Refugee Affairs (DRA) to feed into the analysis of the situation and shape a strategic response. This example illustrates how critical engagement with multiple actors is (both within and outside of the humanitarian community) to contribute to data sets and analysis from multiple perspectives to understand comprehensive analysis and response.

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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?

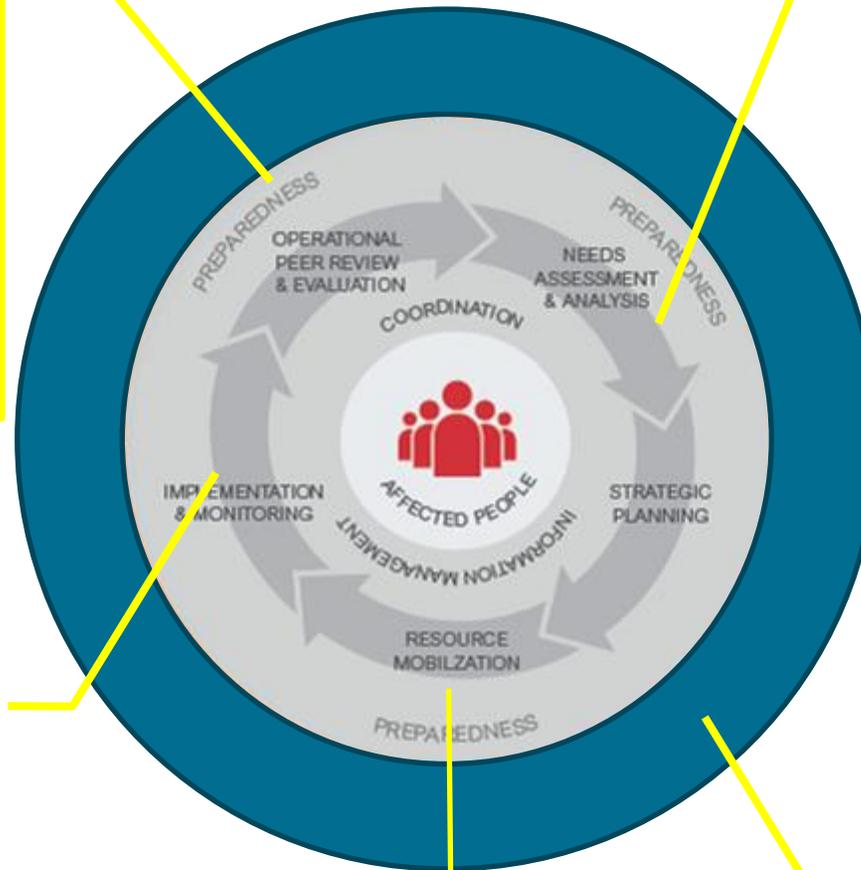
- Begin by recognizing that understanding the problem requires a comprehensive analysis seen through the lens of **multiple disciplines**.
- Engage with organizations and individuals outside and within the humanitarian community to understand **their perspectives, the relevance of their mandates and 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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Design for
Contribution

Design for Contribution

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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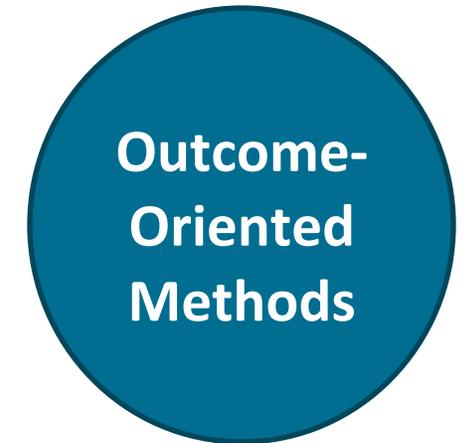
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Why?

A response should arise out of methods that inform the appropriate action to reduce risk not designed based on pre-defined activities or pre-determined vulnerabilities but. Results-based methods are characterized by high adaptability and enable multiple actors, including affected people, to inform and shape the response.

How?

- **The development of a causal logic** should be used to describe the pathways and milestones between the risk people are experiencing and the desired outcome of reduced risk. This also helps to describe the roles of various actors to contribute to the desired protection outcome, determine the sequencing and level of intervention, identify assumptions made about the intervention and its limitations, and yield a collective vision shared by multiple actors.
- Ensure appropriate **methods and means for the continuous engagement of the affected population** as far as is safely possible regarding the steps taken to reduce risk and to ensure the intervention **builds on community-based protection mechanisms and community-led solutions**.
- Ensure that **flexibility and adaptability underpin every aspect of the response** including: funding, the different roles performed by the organization, actions taken, location, timeline, sequencing, staffing, partnerships and alliances, and other aspects of program design and strategy.
- Devote space and time for personnel to **regularly reflect** on the actions taken to reduce risk, and to review and adapt goals, objectives, and actions as it relates to achieving the desired protection outcome.
- Use a **fit-for-purpose information management system** that is intentionally designed to monitor and detect changes in risk patterns as well as track the causal logic, including underpinning assumptions.
- Establish relevant **methods for communicating with affected people** and determine what flow of information is needed in order to support protection outcomes; this includes understanding the gatekeepers of information that may support or become barriers to the reduction of risk.
- Rather than use pre-defined activities, develop and use initial and **interim activities** to collect more information, develop a more refined analysis, inform a causal logic to reduce risk, and build partnerships and alliances.
- Use methods, such as **outcome mapping**, that may support better articulation of the **desired pathway for changing behavior, attitude, policy, and practice** towards the achievement of a protection outcome.
- **Establish relationships and partnerships** that support the actions targeted to reduce risk factors and achieve the desired protection outcome. Articulate the necessity, opportunity, and value of a partnership (among different actors, including local civil society, humanitarian, development, peacekeepers, and others) in this regard.

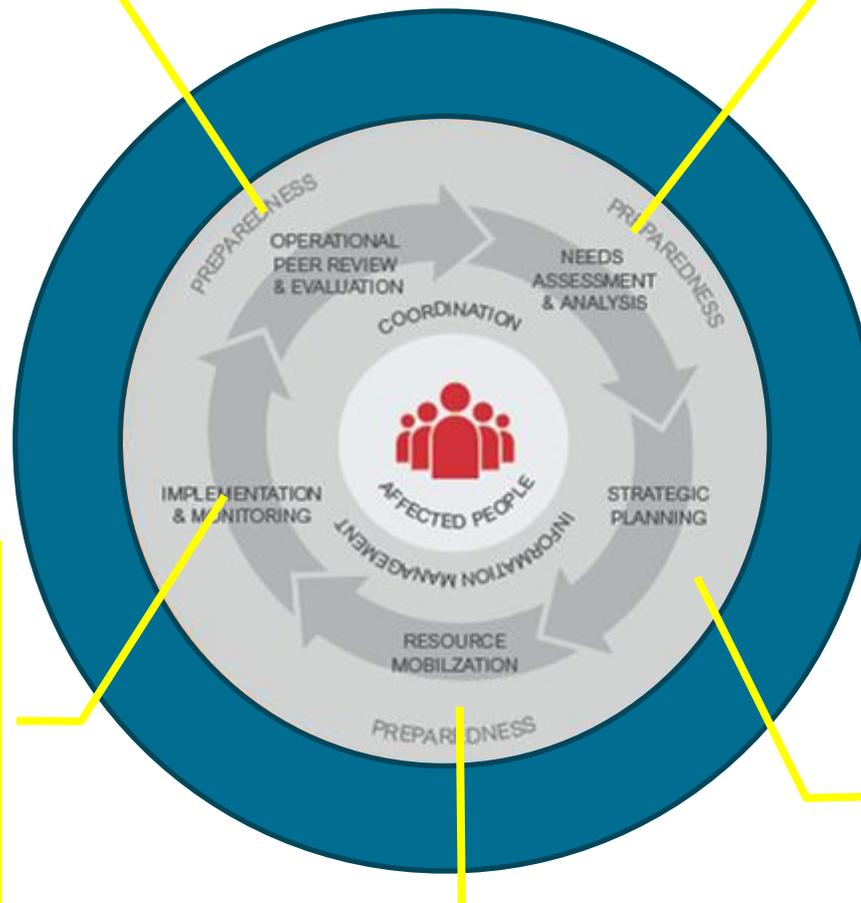


Outcome-oriented methods

The Ground Truth program collects real-time evidence on the effectiveness of the Ebola response. **Surveys capture community and aid worker perceptions** on the effectiveness of the response, willingness to follow protocols to slow the spread of disease, and potential gaps in program design and implementation. The information is then used to facilitate opportunities to influence senior-decision making.

A key benefit of this approach is that it provides regular opportunities for **collecting evidence of community perceptions that can then be used to adapt and change programming** to better address protection issues.

In South Sudan, humanitarians recognized that formal feedback mechanisms were rarely used to seek assistance or advice except under extreme circumstances. In response to this, they established additional **informal meeting spaces** to address issues and concerns from a wider group. For example, they set up informal spaces with tea to create a more welcoming and casual atmosphere for community members to discuss a variety of issues. This allowed different members of the affected population to raise concerns, both big and small. **Rather than use pre-set methods—like focus groups—to gather information, alternative (more appropriate to the context) methods** were used.



One organization utilizes a **systematic process of analysis and reflection** to ensure that ongoing assessment and analysis is captured and reflected upon by the entire program staff. Through the use of **reflection journals**, activity reports and regular opportunities for staff at all levels to come together, the organization is able to inform and update the protection analysis, better understand what works and adjust accordingly.

In Uganda, an organization engaged several young girls who had escaped from the Lords Resistance Army in strategic planning by building on a youth counseling program. The psychosocial program taught a few of the girls' communication skills to support other children returning from captivity. During the process, the girls were able to engage with former child soldiers in a manner that many social workers and INGO staff were not able to. Their **involvement in this youth counseling program helped them to instrumentally play a role in the future design** of an awareness-raising program.

In Iraq, growing needs and funding constraints forced the HCT to go through a **process of prioritization**. The process required humanitarian actors in each cluster to confirm and reconfirm their needs against international standards, identify a minimum package of support, noting the "ethical gap" between those commitments and the international standards, and sequence into first, second, and full response. Each cluster then had to reflect and defend this plan to a peer group made up of NGOs, UN agencies, donors, and others.