Results-Based Protection

InterAction

Dear Colleagues,

In this September Results-Based Protection Update:[i]

1. **RESULTS-BASED PROTECTION PROGRAM**
   a. **Article:** Rethinking support for communities' self-protection strategies: a case study from Uganda – Jessica Lenz in Forced Migration Review Issue 53
   b. **Webinar**: Supporting the Field – Results-Based Protection in Colombia
2. **Related Resources and Reports with Elements of Results-Based Protection**
   a. **Journal**: Forced Migration Review Issue 53: Local communities: first and last providers of protection
   b. **Blog Series:** USAID's Collaborating, Learning, and Adapting Framework
   c. **Report:** Adapting Aid: Lessons from six case studies
   d. **Literature Review:** Localisation and Locally-led Crisis Response
   e. **Gap Analysis**: Gender-Based Violence Interventions: Opportunities for Innovation
3. **Related Events and Upcoming Opportunities**
   a. **Webinar**: Thursday Talk - Putting the local first - Learning to adapt when measuring change
4. **Sign Up for Results-Based Protection Updates**

RESULTS-BASED PROTECTION PROGRAM

Article: Rethinking support for communities' self-protection strategies: a case study from Uganda – Jessica Lenz in Forced Migration Review Issue 53

This edition of Forced Migration Review features an article by Jessica Lenz, Senior Protection Manager for Protection, "Rethinking support for communities' self-protection strategies: a case study from Uganda," which outlines how the international community can better enhance communities' own solutions to protection issues. By using a case study from Uganda, in which humanitarian actors engaged formerly abducted children in the design and use of communications strategies to send messages to children in captivity as a way to assist with their escape. The article and case study explores how a problem-solving approach to protection which starts with the affected population to identify threats, and vulnerabilities and capacities vis-à-vis these threats, and employs methods to promote listening, analysis, and meaningful engagement can enable us to rethink our approach and design programs to more effectively support community-based protection.

The full article is available in html, pdf, and audio recording here:
http://www.fmreview.org/community-protection/lenz.html

Supporting the Field – Results-Based Protection in Colombia
Recording Available NOW

In April 2016, InterAction visited Colombia to identify and document the key elements of results-based protection in practice. The visit led to key recommendations for actors in Colombia to strengthen the prevention and response to the use and recruitment of children by armed groups. This is the third country visit by InterAction to support and strengthen results-based approaches to protection in the field. Additional visits include: Lebanon, to explore outcome-oriented methods for program design, and Myanmar, to strengthen protection analysis.

Jessica Lenz, Senior Program Manager for Protection at InterAction provided insights on the work of the Results-Based Protection Program in the field, highlighting findings, recommendations, and opportunities across contexts.

David Garcia, Advocacy and Communications Advisor at NRC Colombia and Protection Cluster co-lead, joined us to reflect on InterAction's visit to Colombia and how actors there are now prioritizing and taking forward the recommendations. He also spoke about the current peace process as it relates to protection and how using a results-based approach can support their work going forward.

 Read the full report on InterAction's trip to Colombia in English or Spanish.

Related Resources and Reports with Elements of Results-Based Protection

Journal: Forced Migration Review Issue 53: Local communities: first and last providers of protection
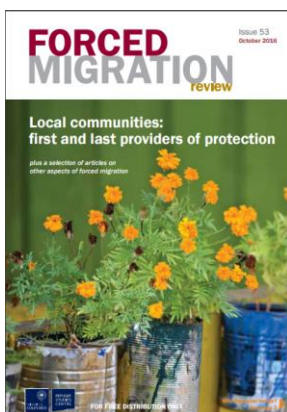
This issue of Forced Migration Review includes 23 articles on 'Local communities: first and last providers of protection.' It is often people's immediate community that provides the first, last and perhaps best tactical response for many people affected by or under threat of displacement. In this issue of FMR, authors from around the world – including authors who are themselves displaced – explore the capacity of communities to organize themselves before, during and after displacement in ways that help protect the community.

For results-based protection, understanding and building on these community-led solutions is essential. A results-based approach to protection starts with the experience of the affected population to identify threats, understand who is vulnerable to these threats and why, disaggregating risk patterns including sex and age as well as gender, ethnicity, time, location, political affiliation, disability, economic statues and other factors where relevant for understanding exposure to threats. With this analysis, humanitarians must also understand the capacities that individuals and communities can employ to reduce the threat and/or their vulnerability to a threat and identify ways in with they can support these endeavors.

Find the full issue and all individual articles in this issue online in html, pdf and audio formats at www.fmreview.org/community-protection.

Blog Series: USAID's Collaborating, Learning, and Adapting Framework

This blog series through USAID's Learning Lab explores the components of USAID's Collaborating, Learning, and Adapting (CLA) Framework, including: 1) organizational culture, 2) effective learning, 3) resources for CLA integration, 4) effective collaboration, 5) supportive processes, and 6) adaptive management. While the work of the Learning Lab primarily focuses on development results, there are important lessons for how we may be able to implement similar approaches for results-based protection. Results-based protection emphasizes an iterative approach whereby we take opportunities to reflect and adapt our programming and approaches to account for updated analysis and changes in context. In order to make this a reality, it is essential that we have the organizational and system culture, resources, and processes that support collaboration, learning, and most importantly adaptation. A few key points from the blog series:

- Identify **organizational values to assess whether they are supportive of a CLA approach**; use visual reminders to keep these values front and center; operationalize supportive values and norms through internal working groups, hiring processes, processes for reflection, and/or initiatives such as giving and receiving feedback
- **Effective learning happens when we consistently test and explore** a clearly articulated, high quality **theory of change** based on evidence, that is logical and relevant to the context
    - Identify key game changers based on the context and the intended results, develop scenarios, and articulate contextualized indicators
    - **Effective M&E is designed to help us learn** in addition to fulfilling reporting requirements; this requires dedicated investment and resources. One suggestion is to include learning priorities and use data/information to inform program design and implementation in real time
- **CLA requires an investment from the start** – including supportive mechanisms, staffing, and budgeting
- **Effective collaboration doesn't necessarily mean meeting more often, but rather collaborating better and more strategically**. Need to define who, why, and what form of collaboration is needed, using different methods for different audiences and purposes.
- **Organizational processes are critical to CLA**. Effective organization processes include:
    - Clear and transparent decision-making that enables adaptation at appropriate level,
    - Knowledge management to document and access information and knowledge that ensures transfer of knowledge and provides opportunities for local staff to contribute
    - Knowledge cycle and sources include a variety of key stakeholders that reviews for further analysis and distillation and ensures knowledge is shared in user-friendly formats
- Collaborating and learning are great, but **adapting is essential. Yet operationalizing adaptation remains challenging and elusive**. Adaptive management isn't a straight line and can be promoted throughout the program cycle through reflective methods, facilitation skills, and enabling flexibility.

Report: Adapting Aid: Lessons from six case studies

Adaptability is an essential underpinning aspect of a results-based approach to protection. Yet most of the standard tools and processes we use are not well-suited to ensure flexibility and adaptability throughout a response. This report, a collaborative initiative from the International Rescue Committee (IRC) and Mercy Corps, explores what adaptive management looks like in practice, what impact it can

have on programs, and how to best support this approach. Through six case studies the report highlights several key considerations for improving and implementing a more adaptive approach. Lessons from the case studies broadly into five categories:

1. Dynamic and collaborative teams
- Hire local and hire for an adaptive mindset
- Foster open communications and a collaborative culture
- Provide mentorship and coaching

2. Appropriate data and reflective analysis
- Keep an eye on the context and surrounding systems, by leveraging multiple forms of data through multiple channels
- Dedicate analytical capacity, with time and space for reflection

3. Responsive decision-making and action
- Connect decision-making to the analysis and reflection process
- Place decision-making authority as close to front-line staff and partners as possible

4. Agile and integrated operations
- Bridge the gap between programs, operations, and finance teams
- Create a mechanism for rapid procurement, grants, and contracts

**5. Trusting and flexible partnerships**
- Plan for adaptation in budgets and outcomes reporting
- Keep organizational boundaries permeable
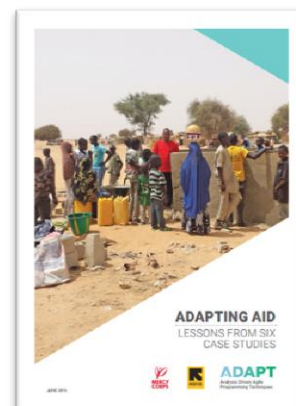
Mercy Corps and IRC will aim to institutionalize adaptive management within their organizations, pilot new techniques, and conduct field research to build evidence on the impact of adaptive management, share findings and convene events to influence the broader sector.

For the full report and case studies visit: http://www.mercycorps.org/research-resources/adaptive-management-case-studies

---

**Literature Review:** Localisation and Locally-led Crisis Response
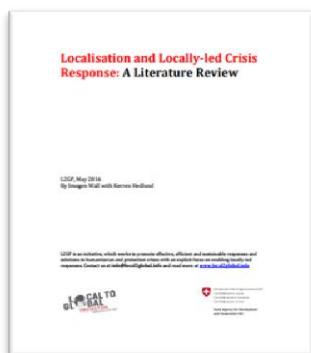
This review of existing literature explores the meaning of the term "localization" and how it differs from "locally-led", underscoring the importance of using the correct terminology to describe our work. The review notes that much of the discourse on localization and locally-led response describes the perceived barriers and challenges with little exploration of what works and does not work in ensuring that local actors are at the center of response. For results-based protection, we have highlighted the importance in identifying and building on "locally-led" response – those actions that are conceived of and shaped by affected populations themselves. For our purposes we'd like to highlight a few interesting points from the review as they relate to locally-led response:

- The humanitarian system is in theory already committed to locally-led responses (e.g. policy and commitments to do so), but **this rarely translates into practice**
- One of the few sectors in which external agencies have made some attempt to support and study locally-led work, including relationships between local strategies, is in protection, particularly in conflict areas. Otherwise, the limited literature from humanitarian settings focuses overwhelmingly on the relationship between local and international actors.

- **Case studies**, particularly those developed by L2GP**, demonstrate innovative, supportive work to support local responses is possible even in large-scale sudden onset crises**. Key factors identified include:
  - A **central role for local actors** in designing and implementing support
  - Resource transfers that allow for **flexibility and decentralized decision-making**
  - Investment in **relationship-building** with local actors
  - Technical support with a **focus on mentoring rather than training approach**
  - **Inclusion of local authorities** where appropriate
- **Communities often have different ideas of what constitutes protection** compared to international actors, and failure to learn about and consider cultural/social/political contexts can mean that international agencies implement practices that actually do harm
- Supporting and strengthening at-scale locally-led response challenges the perception that "partnerships" have clear limitations of scale and coverage
- **Innovative approaches to needs assessment** can better triangulate data by using information available from communities' own actions
- How we understand local is important given the multiplication of actors at different levels who may or may not be representative of the entire affected population, and especially those most vulnerable

For the full report visit: http://www.local2global.info/area-studies/localisation-and-locally-led-crisis-response

---

Gap Analysis: Gender-Based Violence Interventions: Opportunities for Innovation
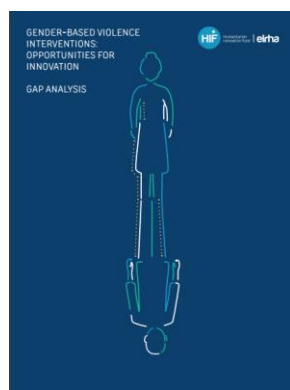
This gap analysis commissioned by the Humanitarian Innovation Fund (HIF) is the first gap analysis of specific challenges in GBV humanitarian programming through the lens of humanitarian innovation. The analysis and report, conducted by the Small Arms Survey, offers guidance on tangible innovation areas for those working to improve GBV globally to enhance effectiveness and accelerate impact. The research identified "innovation challenges" to address the gaps in GBV programming and aims to engage new actors and partners from different arenas to overcome enduring GBV challenges.

The two Key Considerations identified and articulated as essential requirements for implementing effective GBV programs in emergencies are:

1. **Involving local stakeholders in problem identification and solving**
2. Ensuring GBV services are accessible for target groups and in hard-to-reach areas

The report also highlights four Challenge Areas and corresponding, actionable innovation challenges:

1. **Improving monitoring and evaluation**
2. Increasing the availability and quality of GBV expertise
3. **Improving GBV coordination and prioritization**
4. Adapting standards for practical use in a variety of contexts

A few of the highlighted considerations and challenges areas above are particularly relevant for results-based Protection.

- **Key Consideration #1: Involving local stakeholders in problem identification and solving**
  A results-based approach demands that we start with the affected population and understand how stakeholders at all levels can contribute to addressing a protection issue. By using methods to involve local stakeholders, including the affected population, from the beginning and throughout the program cycle, including analysis, design, implementation, and learning, we can better inform a context-specific analysis of the problem, and ensure that a response is designed and implemented to address the pattern of risk in that specific context.

- Including local communities are involved in the design and implementation of GBV prevention and response, including through co-designing approaches and by allowing local actors to take the lead in design and implementation during emergencies
- Using advocacy, training, and accountability to target non-state armed groups in order to better address the threat component of risk

- **Challenge Area #1: Improving monitoring and evaluation**
  Innovation Challenge 1.1: Measure the impact of GBV programs
  Innovation Challenge 1.2: Develop real-time monitoring tools
  Results-based protection emphasizes that there are measurable components of a protection response. With a comprehensive, context-specific analysis we can identify the specific patterns of risk we are working to address. By articulating through a causal logic the anticipated changes in attitude/knowledge, behavior, policy, and practice that we are working towards in order to reduce a protection risk, then we can track our progress towards achieving those results. Finally by ensuring effective M&E systems that are designed to help us learn and responsive decision-making and action, we can better ensure flexible and adaptable programming.
  - A need for community-level data in order to more effectively monitor and evaluate interventions
  - The lack of a robust data meant that perceptions of the changing nature and scope of GBV during the humanitarian emergency could be not be verified, and as a result interventions could not necessarily adjust to the evolving situation. This calls for a need to share more in-depth information on root causes and triggers of GBV with all relevant stakeholders while still maintaining standards of protection information management
  - To use more innovative methods for collecting relevant data that can monitor trends. New technologies—for instance the use of mobile devices, crowd-mapping—are starting to be used by GBV actors in several contexts and are used by other disciplines, for example peacebuilding and development. Encourage information sharing, lessons learned in M&E across humanitarian sectors and also from other fields such as peacebuilding and development.
  - The evaluation process should be integrated within the overall GBV program
  - To ensure that the proposed evaluation method is suitable for the given context and culture, it should be designed in collaboration with local affected people.
  - A need to develop real-time monitoring tools that are culturally appropriate
  - Co-design new methods/tools from fields and domains of expertise outside the GBV sector may offer new perspectives

- **Challenge Area #3: Improving GBV coordination and prioritization**
  Innovation Challenge 3.3: Encourage collaborations between humanitarian and development actors
  A results-based approach to protection often requires the effort from a multi-disciplinary and multi-sectoral set of actors. By identifying, mobilizing, and designing for the contribution of multiple actors, including humanitarian and development actors, we can better understand the unique relationships and synergies for achieving protection outcomes.
  - Create open spaces for communication between GBV practitioners to engage in open and constructive conversations about their work, as well as the nature and language of GBV – including by seeking opportunities to facilitate knowledge-sharing across regions and prioritize next steps for action
  - Include local stakeholders in the prioritization, design, and implementation of GBV response
  - Enable collaboration between development and humanitarian actors, acknowledge ethical considerations, and ensure the prioritization, sustainability, and accountability of GBV response

The Executive Summary, Full Report, and a recording of the launch event are available here:
http://www.elrha.org/hif/funding/gender-based-violence-gbv/gbv-gap-analysis/

Thursday Talk - Putting the local first - Learning to adapt when measuring change

On **July 21st** the M&E Thursday Talk series was hosted by Tom Gillhespy & Laura Thisted of Peace Direct who led a discussion on Putting the Local First: Learning to adapt when measuring change. This report aims to show how the M&E reporting of local partners to donor organizations helps or hinders how programming can deal with changing contexts. The research, through interviews with local civil society organizations in Eastern DRC and the analysis of three case studies, assesses current M&E practices, explores possible solutions to the main areas of concerns and provides a set of recommendations in order to develop a more reflective and responsive approach.

This research reflects many of the same issues that we emphasize for results-based protection:

- Developing and using different tools and indicators that are more accessible to local actors is needed but more so, there needs to be a **systemic change to the way M&E is conceived and conducted:** involving local actors in developing M&E procedures, encouraging shared learning across stakeholders, building closer relationships between donors and local partners, and generating an environment that can make sense of contextual changes and approve adaptations of programs.
- Recognizing that local actors often have informal M&E systems which focus on real time data collection and informal feedback mechanisms; however, these are rarely documented
- Externally designed M&E systems/processes discouraged learning and adaptation due to a series of factors including rigidity of M&E budgets, analytical skills, and project rigidity
    - We need to better link M&E to learning and to adaptation to see its full utility
- Findings and recommendations included:
    - New approaches for M&E should build on what already exists
    - Need processes to generate context-specific indicators – not only at the country level, but at the community-level that can help understand change over time
    - Use M&E as an opportunity to build relationships between donors and local actors to build trust and shared learning; best examples of flexibility exist where good relationships/trust have already been built
    - Build flexibility into traditional approaches (nested log frames, built in learning objectives, assumptions that trigger change)
    - Can ensure dedicated time for learning, adapting, changing a theory of change, etc. by setting that expectation for learning activities and objectives at the start of program design/implementation

For the full recording and additional information visit: http://dmeforpeace.org/learn/me-thursday-talk-putting-local-first-learning-adapt-when-measuring-change-072116

Sign Up for Results-Based Protection Updates

This update letter will be published regularly to bring to your attention new materials available and upcoming events for the Results-Based Protection Program. To sign up, visit the Results-Based Protection platform (http://protection.interaction.org) and submit your name and email.

Each update letter will also be posted to the Resources section of the Results-Based Platform (http://protection.interaction.org/all-resources/).

---

[i] The Results-Based Protection Program is funded by USAID/OFDA.