

Results-Based Protection



November/December 2016

Dear Colleagues,

In this November/December Results-Based Protection Update:¹

1. **Related Resources and Reports with Elements of Results-Based Protection**
 - a. **Blog:** Framing CLA: Openness in Uganda
 - b. **Blog:** The Importance of Champions: A Change Management Manifesto
 - c. **Article:** Collaborating in Crises: Anthropologists and Humanitarian Organizations putting listening and empathy into practice
2. **Related Events and Upcoming Opportunities**
 - a. **Event:** Evaluating humanitarian action: ask the experts
 - b. **Event:** Collaboration through storytelling: lessons from Nepal
 - c. **Webinar:** Community engagement to strengthen social cohesion and child protection in Chad and Burundi
3. **Sign Up for Results-Based Protection Updates**

Related Resources and Reports with Elements of Results-Based Protection



Framing CLA: Openness in Uganda

This case example provides insight into how Mercy Corps, Uganda implements collaboration, learning, and adaptation in practice. In particular, the blog focuses on Openness, a subcomponent of the CLA matrix.

In this example, learning and adaptation are made possible through an investment in building a collaborative, inquisitive team and promoting a culture of open communication:

- **Leadership modeled coaching and mentoring approaches**, which are reinforced by a culture of open communication and exchange.
- **The culture of open communication and exchange built trust, helped team members feel valued, improved information sharing, and supported program shifts** – particularly in grounding decisions with important information that is often only in people’s heads or shared anecdotally.
- **This approach was intentional** on the part of Mercy Corps country and program leadership in finding and fostering inquisitive candidates, and modelling open behaviors (including an openness for critiques, accessibility, and maintaining less hierarchical structure); additionally Mercy Corps’ approach as a global learning organization puts emphasis on applying adaptive management principles across contexts

The full blog post with Melaku Yirga, Director of Programs, Mercy Corps, Uganda is available here:

<https://usaidlearninglab.org/lab-notes/framing-cla-openness-uganda>

The Importance of Champions: A Change Management Manifesto

Underscoring any approach to collaborating, learning, and adapting are the people who make it happen. For our part, where we have been able to identify and build on results-based approaches to protection, has been where an individual, organization, or set of individuals/organizations are willing and proactively seeking to implement these approaches. The CLA team and LEARN have created a typology of CLA champions and potential CLA champions and identified ways to support them.

	CLA Champions: What do they do?
Promoters	These individuals advocate with other colleagues for CLA integration. They “talk the talk” and build relationships to proactively connect stakeholders to collaborate, learn, and adapt.
Integrators	These individuals build collaborating, learning, and adapting into their work and Program Cycle processes, and are thus willing to make time for CLA. By being practical and realistic, a CLA champion is not discouraged by constraints and finds new paths for integrating CLA.
Modelers	These individuals “walk the talk” by modeling CLA behaviors and values in how they work and interact with others. They share CLA successes and challenges and become reliable resources for other potential or actual champions.

	Potential CLA Champions: Who are they?
Inquirers	These individuals are open to new ideas, feedback, and approaches. They are curious about CLA and want to know more.
Enthusiasts	These individuals see CLA as aligned with their interests but are unsure how to operationalize CLA.

Similarly, we should look to identify and support RBP champions and potential RBP champions to make results-based protection a reality in practice. In order to support these individuals and/or teams a few suggested methods may include:

- **Ensuring a supportive leadership team** that models behavior and creates a culture of openness, analysis, reflection, and learning.
- **Identifying and seeking to mitigate pain points**, for example, ensuring time and space for reflection by collaborating more strategically and/or clarifying decision-making processes.
- **Appreciating what is already being done** to support results-based protection, and using that as an entry point to build from rather than professing an entirely new way of working.
- **Seeking opportunities for people to experience RBP in practice** to create a lightbulb moment.

The full blog is available here: <https://usaidlearninglab.org/lab-notes/importance-champions-change-management-manifesto>

Article: Collaborating in Crises: Anthropologists and Humanitarian Organizations putting listening and empathy into practice

This article highlights the opportunity that better collaboration between anthropologists and humanitarian organizations may provide better analysis and engagement of affected populations in our work. While not specific to protection, this article underscores the key elements of results-based protection.

- Anthropologists can provide valuable contributions to a **comprehensive protection analysis**, in particular with insights into the social, political, cultural, and economic context.
- Given differing timelines between the need to urgently respond in a humanitarian crisis and slower-paced research methods utilized in academia, iterative and continuous analysis that

leads to adaptation of programming becomes especially important in order to incorporate this learning.

- The **methods** and skills used by anthropologists, in particular, listening skills, may provide important opportunities for incorporating perspectives of the affected population into the design and implementation of protection programs.
 - Additionally, the article highlights the importance of empathy – “According to anthropologist, Olive Melissa Minor, ‘anthropology is simply about understanding local ways of seeing things,’ and when put into practice, it is ‘an exercise in using empathy as a research tool.’”
 - While results-based protection has not yet analyzed empathy in relation to achieving protection outcomes, there could be important learning from this area.
- **Designing for the contribution** of anthropologists and truly collaborating in humanitarian contexts more systematically can help us to better achieve protection outcomes while also challenging us to question assumptions, break down silos, and make concrete commitments to placing affected populations at the center of our response.

The full article is available here: <http://www.emboldenalliances.org/collaborating-in-crises-anthropologists-and-humanitarian-organizations-putting-listening-and-empathy-into-practice>

Related Events and Upcoming Opportunities:

Event: Evaluating humanitarian action: ask the experts



For the last six years, ALNAP has been developing the first [Evaluating Humanitarian Action Guide](#) to help humanitarian actors increase the quality and usefulness of evaluating findings and results. This event launched the Guide and looks at some of the key issues in evaluating humanitarian action today, such as how we can better involve people affected by crises, the value of independent evaluations, and how to encourage uptake.

Evaluation has been identified as an important component of results-based protection, especially in how it can promote reflection and learning. A few key points from the discussion:

- **Organizational Change:** evaluations can support broader organizational change processes but cannot change organizations alone
 - Timing is important: it is beneficial for evaluations to inform other initiatives to support organizational change and ensure a larger impact, including annual reviews and other opportunities that attract the attention of senior leadership
- **Monitoring:** there are significant resources invested in good monitoring and data can/should be used to inform evaluations. Good monitoring should generate a lot of learning
- **Learning:** evaluation is one method to promote reflection & learning but we need to build learning processes into how we work:
 - Enshrining learning within organizations so that lessons from evaluations and other processes can be taken on board and staff is empowered to work in a different way
 - Bringing an evaluation team in from the start of a program can help to create space for reflection among program staff

View a recording of the event available here: <https://www.odi.org/events/4409-evaluating-humanitarian-action-ask-experts>

Event: Collaboration through storytelling: lessons from Nepal



This event followed a screening of the documentary, “On Shifting Ground”, which provides a first-hand appraisal of the way six humanitarian organizations responded to the earthquake in Nepal. The Hilton Prize Coalition Storytelling Program provided an opportunity for humanitarians to reflect on the response, identify lessons learned around community collaboration for preparedness and resiliency. While the focus of the discussion was not on protection, storytelling is a useful method that can support the key elements of results-based protection, including protection analysis and reflection.

- **The process of storytelling allowed the teams to reflect**
 - Storytelling allowed humanitarians to situate outputs and targets within longer-term outcomes. For example, recognizing that the relatively small number of 40 amputations in Nepal after the earthquake, versus thousands in other disasters, has a much longer-term result on outcomes.
 - A storytelling format allowed practitioners a space to be open and frank about challenges they faced as well as solutions in a way that does not come easily in written documents and reports. It helped to ground the work and foster collaboration rather than competition.
- **New technologies may enable more real-time storytelling** (e.g. through body cams) to consider unvarnished lessons during a crisis
- In reality, the humanitarian imperative allowed people working on the ground to “just get on with it [and collaborate]” without worrying about institutional divides
 - **Storytelling helps to show in practice what we may be discussing over and over again** (e.g. humanitarian – development divide). We need to support people to do that.
- The documentary recognized that no matter how much you prepare (through preparedness or contingency planning) you still need to assess and analyze how risks manifest in reality. It emphasized how flexible planning and preparedness needs to be.

View a recording of the event available here: <https://www.odi.org/events/4407-collaboration-through-storytelling-lessons-nepal>

Webinar: Community engagement to strengthen social cohesion and child protection in Chad and Burundi



This webinar presents the work of Dr. Philip Cook which looks at how communities in Chad and Burundi can drive action to promote social cohesion and child protection. The presentation was based on the recent report “Community engagement to strengthen social cohesion and child protection in Chad and Burundi – ‘Bottom Up’ participatory monitoring, planning and action. You can read the full report [here](#). This discussion was particularly relevant for results-based protection in using outcome-oriented methods of outcome-mapping and a reflective action process in engaging local communities to address issues on child protection and social cohesion.

- **Practitioners used participatory methods to engage local communities in action planning and monitoring on child protection and social cohesion**
- Through an outcome-mapping and reflective action process, communities were able to articulate: 1) an analysis; 2) vision and mission, including the role of community members

themselves; 3) identify boundary partners; 4) set progress markers (indicators); and 5) develop a measurable action plan

- Actors included local government representatives, media, youth and adolescents, women's groups, and community, faith, and traditional leaders – **as part of the analysis it was essential for practitioners to explore the dynamics (opportunities and limitations) between these groups, including power dynamics and gatekeepers**
- The process of outcome mapping allowed for the development of community progress markers (indicators) including disaggregation of what the community expects to see, what they would like to see, and what they would love to see within a given time period.
 - **The process helped to promote ownership and action by the community;** in particular through action-oriented and measurable indicators
 - Community members themselves understood their own boundaries of safe action (e.g. did not participate in high level advocacy at this point; did not focus on social cohesion in Burundi given politicization)
- Now developing into a theory of change with local partner and UNICEF
- In conducting similar processes in Chad and Burundi, they identified the **importance of adapting methods depending on the context.** Despite similarities between the two contexts, stark differences, particularly in the role of the government and the politicized role of youth, affected the approach
 - Equally important was in understanding how people defined their own communities and the divides and mistrust that may exist within what outsiders consider a community
- **There is a difference between community-based and community-led.** Given ongoing social cohesion challenges in Burundi, that approach is primarily community-based whereas in Chad the process going forward will largely be community-led
- Practitioners identified their assumption that child protection may contribute to social cohesion and/or as a means for opening broader discussions on other issues; for example, women's empowerment. Questioning and reflecting on this and other assumptions is important.

View a recording of the event available here: <https://www.youtube.com/watch?v=eZFZ1znBGnc>

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/>).

¹The Results-Based Protection Program is funded by USAID/OFDA.