

KEY ELEMENTS OF RESULTS-BASED PROTECTION

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

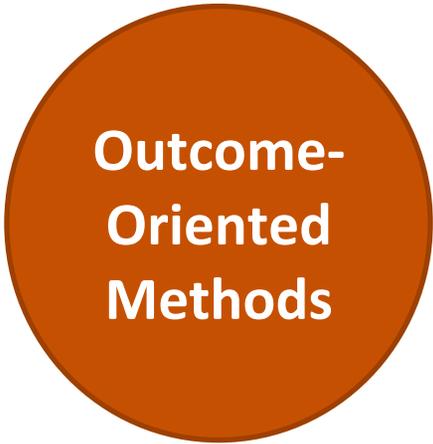
Problem-solving: Do you know where you are going?

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. Results-based methods are characterized by high adaptability and enable multiple actors, including affected people, to inform and shape the response.

How?

- **Develop a context-specific causal logic** 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, identify points of leverage to bring about change, determine the sequencing and level of response, identify assumptions made and its limitations, and yield a collective vision shared by multiple actors.
- Use **methods to continuously engage the affected population**, as far as safely possible, about steps to reduce risk and to ensure the response **builds on community-based protection mechanisms and community-led solutions**.
- Integrate **methods that promote learning and move us away from words such as 'success and failure'**, for example: integrating evaluation from the start and disseminating results from evaluations and internal reviews; designing and using formal and informal M&E systems to help us learn and inform program design and implementation in real time; holding "fail fests" to learn from mistakes; promoting risk-taking; using methods to filter and capture issues that arise across contexts, etc.
- Ensure that **flexibility and adaptability underpin every aspect of the response** including: building flexibility into traditional approaches; utilizing methods for adaptation; operationalizing adaptive management to allow for adaptability in the role performed by the organization (e.g. implementer, convener, negotiator); location, timing, sequencing, staffing, partnerships and alliances, and other aspects of program design and strategy; decentralizing decision-making; and ensuring budgets and finance mechanisms can support long-term planning and adaptation.
- 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 they relate to achieving the desired protection outcome.
- Use a **fit-for-purpose protection information management system** that is intentionally designed to monitor and detect changes in risk patterns as well as track the causal logic and 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.
- Develop and use initial and **interim activities**, rather than pre-defined activities, to collect additional information, refine analysis, inform the causal logic, and build partnerships and alliances.
- Use methods, such as **outcome mapping, systems-thinking, social network analysis, design thinking**, foresight analysis and planning, and other methods that may better articulate the **desired pathway for changing behavior, attitude, policy, and practice** towards achieving a protection outcome.
- **Establish relationships and partnerships** that support targeted actions 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.

A large orange circle containing the text "Outcome-Oriented Methods" in white, bold, sans-serif font.

Outcome-Oriented Methods

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 Lebanon, actors explored using a **casual logic** to examine the issue of eviction that was affecting Syrian refugees. The method encouraged actors to **question their assumptions and approaches** through continuous analysis. While many actors were setting up programs to provide support to women and children, through this exercise it became apparent that while this population was vulnerable, they weren't the most at risk. Once evicted, many women and children were protected through informal social networks—often times taken in by other family members or neighbors. Unfortunately, single, adolescent males were the least protected. Little support was available resulting in males being sent back to Syria and/or recruited into armed groups due to their eviction status. Because actors were able to question their assumptions, they used the contextualized analysis to shift their strategy which allowed for a more relevant response.

In Liberia, [Mercy Corps](#) had developed a strong, **trusting relationship** with a donor which allowed for more flexibility in how they were able to use their grant funding in the wake of the Ebola outbreak. They could define mobilization strategies that drew on their own strengths and shift strategies as needed. Having some flexibility in fund utilization allowed them to adapt their messaging and approaches as they learned what resonated with their communities or saw new needs arise.

Search for Common Ground in Lebanon 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.

