

To learn more about results-based protection, what it means for your work, and join the conversation visit our revamped website at protection.interaction.org where you can listen to more actors (across various sectors) discuss how they are using [RBP in action](#), and access an [online repository](#) of reports, tools, and other helpful resources for using RBP.

2. Webinars and Call for Examples



Webinar: What is Results-Based Protection?

To complement and contextualize the launch of the Results-Based Protection [video](#), InterAction also hosted a [webinar](#) discussion with RBP Steering Group members and practitioners to unpack what RBP is, how it diverges from standard approaches, and what the practical application looks like in humanitarian practice.

The following panelists of Steering Group members and practitioners were invited to speak to the relevance of RBP for humanitarian practice, what is required to implement results-based approaches operationally and organizationally, and broadly how to achieve meaningful and measurable protective impact:

- Kathrine Starup, Danish Refugee Council, Global Protection Advisor
- Siri Elverland, Norwegian Refugee Council, Global Protection Advisor
- Patrick Sooma, World Vision, Children and Protection Manager
- Brennan Webert, Danish Refugee Council, Protection Advisor
- Meghann Rhynard-Geil, Mercy Corps, Technology for Development Advisor, Digital Communities
- Ahmad Salem, World Vision, Protection Coordinator – Syria Response

Stakeholders reflected on how results-based methods for protection allow practitioners to “demystify” the notion that protection is too difficult to measure and shift from the reliance on pre-determined and prescriptive approaches to the nuanced and iterative, where actors are continuously revisiting and reflecting upon their assumptions, strategies, and actions to ensure they are evidence-informed and aimed at outcomes of measurable protective impact.

Key Discussion Points

- **On a contextualized response:** Interventions need to be grounded in a detailed understanding of the risk patterns people experience in emergencies and not based on generalizations or preconceived notions of vulnerability. This analysis should be built directly from the affected population themselves; therefore, it is important for actors to build relationships and trust with communities and invest in those relationships over time. Moreover, there should be an organizational culture around analysis that helps promote processes to inform strategies, decision-making, and actions to ensure programming is relevant and appropriate.
- **On being adaptable:** Maintaining flexibility from the design stage is key. Teams should ensure open lines of communication on a constant basis, integrating iterative reflection throughout the planning and implementation of a project. Non-structured and informal approaches help ensure easy information flow and allow staff at all levels to assess how the intervention aligns with overarching objectives.
- **On collaboration and complementarity:** To achieve collective protection outcomes, it is critical to step out of our silos – not only working with other protection actors but across sectors and

disciplines. We need to constantly recognize which actors are best-placed at various points as the context shifts and changes, and who we need to engage to have access to both the population and information.

- **On evaluation:** What does it mean to track and measure protection outcomes maintaining flexibility as the context/ response shifts and changes? We need to consider how indicators can be dynamic throughout the response and how adaptability itself can be measured as it relates to achieving protection outcomes.

The full webinar recording is available, [here](#).

3. Related Resources and Reports with Elements of Results-Based Protection:



[Implementing the IASC Protection Policy](#) InterAction, August 2017

The Inter-Agency Standing Committee (IASC) Protection Policy was endorsed by the IASC Principals in October 2016. The Policy outlines the overarching framework for how humanitarian actors can fulfill their responsibility to place protection at the center of all aspects of humanitarian action, spelling out core principles, approaches, roles, and responsibilities within and beyond the humanitarian system.

InterAction has prepared [two tools to support NGOs and other actors](#) as they seek to better understand the content of the Policy and their responsibilities relating to its implementation in practice:

1. A summary on [Implementing the IASC Protection Policy – What does it mean for NGOs?](#) outlines the underpinning concepts within the Policy, the NGO role in its implementation, and provides an overview of key sections of the Policy.
2. This 15-minute [YouTube](#) video on [Implementing the IASC Protection Policy](#) uses Prezi to highlight the origins, underpinning concepts and key sections of the Policy, as well as reflecting on how it is being implemented in practice.

With respect to results-based protection, the summary note lays out key considerations for:

- [data and information collection, sharing and management](#);
- [in-depth and integrated protection analysis](#);
- [agreement on protection priorities and collective action](#);
- [mobilizing multi-disciplinary actors to contribute to protection outcomes](#); and
- [evaluating commitments and monitoring progress](#).

For more information, you can download the IASC Protection Policy in English, French, and Arabic from the website of the [Inter-Agency Standing Committee](#), and you can download the accompanying guidance on Humanitarian Country Team Protection Strategies from the website of the [Global Protection Cluster](#).



Blog: [Humanitarian Action: From Need to Insight](#)

ERHLA, Mark Griffiths, 23 August 2017

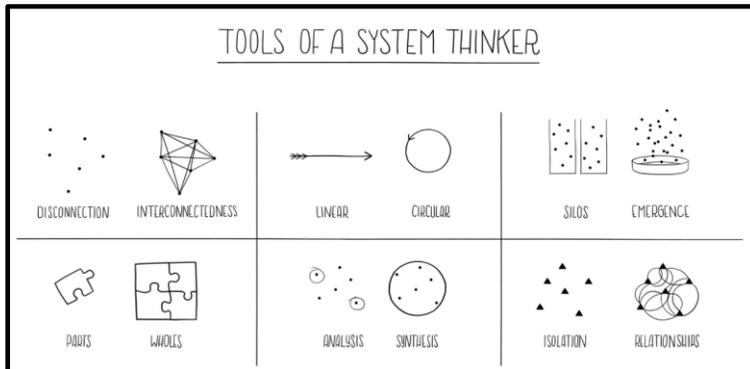
This note from ERHLA provokes considerations for changing humanitarian practice to be better equipped for facing complex challenges and the changing landscape of humanitarian needs.

The note highlights the need to absorb and apply [learnings from other fields and disciplines](#), including social innovation, learning sciences, and behavioral sciences to help solve problems. It points to the need for [systems-analysis and foresight skills](#) to identify emerging challenges and opportunities – pointing to the shift from reactive to anticipatory; and innovating for better accountability to affected people.

Recognizing the increasing interest in applying innovation techniques, like Design Thinking, the article teases out the implications for practitioners and donors in changing conventional ways of working and investing in innovative approaches.

Article: [Tools for Systems Thinkers: The 6 Fundamental Concepts of Systems Thinking](#)

Leyla Acaroglu, *September 2017*



In this installment of Acaroglu’s series on systems thinking, she articulates the key terms that constitute a systems mindset which enhance our ability to think critically and creatively about how to problem-solve in complex systems. The article highlights 6 core concepts or “building blocks” for systems thinkers:

1. **Interconnectedness:** Systems thinking requires a shift in mindset, away from linear to circular motivated by the underlying principle that everything needs something else (or a combination of things) to continue; in other terms – everything is interconnected.
2. **Synthesis:** Synthesis is the combining of two or more things to create something new. Systems thinking aims to examine and understand the whole and the parts simultaneously, along with the interconnectedness that make up the dynamics of the whole. This is contrasted by analysis that breaks up complexity into manageable bits.
3. **Emergence:** Emergence is the natural outcome of things coming together, or the larger biproduct of different parts of the system interacting with each other.
4. **Feedback Loops:** Because everything in a system is interconnected, there are constant feedback loops and flows between respective elements. Learning about their type and dynamics can help us observe, understand, and intervene in those feedback loops.
5. **Causality:** Understanding feedback loops is about appreciating causality, or how one thing results in another thing in a dynamic and constantly evolving system.
6. **Systems mapping:** Systems mapping is an important tool that allows systems thinkers to identify and map the elements of ‘things’ within a system to understand how they interconnect, relate and act in a complex system. This can provide unique insights to inform decision-making and shifts that will dramatically change the system in the most effective way.

Applied to RBP, Humanitarian emergencies are complex systems with dynamic, interconnected actors and parts. This systems thinking shift in worldview can help us similarly shift our approaches from

formulaic, mechanical responses to ones better-suited to responding to the interconnected and constantly changing array of relationships and feedback loops. [Continuous analysis](#) of risk over the course of the response and independent from the program cycle, helps us to understand how the threat environment and capacities and vulnerabilities may shift and change over the course of an intervention. [Outcome-oriented methods](#), such as building a causal logic and outcome mapping, can help us (collectively) establish pathways for change and milestones for reducing risk that people face in these complex systems of humanitarian emergencies.

Report: [Collaborating, Learning, and Adapting: An Analysis of what CLA Looks Like in Development Programming](#)

USAID Learning Lab, August 1, 2017



This report presents key findings related to Collaboration, Learning, and Adaptation (CLA) through an analysis of 2015 USAID CLA Case Competition submissions. The findings yield important learnings for integration of CLA within the program cycle and the Enabling Environment (Resources, Processes, and Culture) needed to achieve outcomes in the development space, but can also be applied to protection outcomes.

Key findings include:

1. **Collaboration leverages resources for collective benefit:** which highlights the importance of [Design for Contribution](#), wherein strategic coordination and collaboration helps actors identify their comparative advantages and leverage points within a system to achieve an outcome;
 - a. Cases: Community Collaboration Powers Solution for Batoulay Water Pumping Station; CLA to Development the Bangladesh Dairy Sector; Cross-border vaccinations in the Horn of Africa
2. **Local engagement leads to local ownership, and ultimately improved development outcomes:** which builds on the foundation of [starting from the affected population](#). Recognizing that residents hold the richest knowledge about their communities, communities should be engaged in a meaningful way to engage in analysis of the threats and vulnerabilities they face as well as in identifying the needs, opportunities, and strategies to meet those needs and protective challenges.
 - a. Cases: Rapid CLA: Community-Based Response to Ebola; Empowering Chiefs and Traditional Leaders Revolutionizes Sanitation Program
3. **Intentional knowledge management generates good practices for broader application:** Submissions emphasized how [effective knowledge capture and sharing](#) can be applied to programming shifts and strategic design.
 - a. Cases: Health Workers at the Forefront of Improving Medical Male Circumcision; Collaborative Learning to Adapt RISE Programs to Emerging Best Practices
4. **Feedback loops increase the likelihood that evidence will inform decision-making:** points to [iteration](#) and the link from analysis to programmatic and strategic adaptation. More still to be learned about the exact linkages of decision-making to action.
 - a. Cases: Mapping a Crisis: AidData Students Respond to Nepal Earthquake; Embracing CLA to Drive Technology Adoption in Kenya
5. **CLA begets CLA and sometimes leads to scale up:** the how of building a [culture of CLA](#) within and organization.

- a. Cases: Learning Platforms to Strengthen Partnerships and Outcomes for MTCT Reduction; Learning with the Community to Improve an Intervention Approach; Putting Communities at the Heart of Learning and Adapting; Cultivating the CLA Enabling Environment: USAID Uganda’s Mission of Leaders Program

For each key finding, the report presents illustrative case examples of the challenge/problem, the CLA approach employed by each organization, and how broader literature supports these findings.

Blog: [Overcoming organisational cultures and moving towards shared meaning with Appreciative Inquiry](#)

American Evaluation Association (AEA), Kristen Mulcahey, 26 September 2017

This article highlights Appreciative Inquiry (AI) as a [method](#) of evaluation for fostering an organizational culture of learning. Evaluators looked at two case studies of Bosnia and Herzegovina and South Africa.

What is AI?: AI is an action science which moves from theory into the creative based on social constructions of shared meaning. Using this participatory and positivist approach built around the elements of “Discovery, Dream, Design, and Destiny” can help evaluators overcome organizational cultural hurdles to achieve improved buy-in, and creative, actionable, solutions.

Language Matters: Evaluators found that framing discussions using language of deficit yielded briefer, closed responses, while positive language promoted more robust, measured, and insightful replies. In one case, actively seeking the positive surprisingly yielded uninhibited discussion on challenges and failures. In changing the way in which we discuss issues, we may be able to encourage and enhance collaboration, trust, openness, and creative problem-solving.

Informing Evaluations: The AI discussion findings should be used to develop the evaluation framework to improve the relevance, focus and practicality of evaluation recommendations and ultimately uptake of those recommendations.

For more information, tips, and resources on Appreciative Inquiry, visit the blog [here](#).



4. Sign Up for Results-Based Protection Updates:

This update letter is published regularly to bring to your attention new materials available and upcoming events for the Results-Based Protection Program. To sign up, visit the newly revamped 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 Protection platform (<https://protection.interaction.org/resources/>).