

# Results-Based Protection



January 2018

Dear Colleagues,

In this January Results-Based Protection Update:

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## 1. Requests for Participation



**Request for Participation:** CARE's Research on Localization and Humanitarian Protection

CARE International is leading a research project which seeks to promote collaboration between international humanitarian actors and women-led CSOs in order to enhance the quality of protection programming and contribute to the localization of humanitarian responses. More information on the research can be [found here](#).

CARE has developed a 15 minute online-survey for women-led CSOs [found here](#). CSOs eligible to participate are women-led CSOs who have carried out (any type of) activities in one or more humanitarian crisis, of any scale. Grateful if INGOs could share the survey link with women-led CSO partners. The survey is also available on French, Spanish and Arabic.

CARE would also like to hold Skype interviews with women-led CSOs and INGOs who work in the area of humanitarian protection to discuss your experiences. If you're interested in participating, please get in touch with the researcher, Helen Lindley-Jones at [Lindleyjones@careinternational.org](mailto:Lindleyjones@careinternational.org).



**Request for Participation:** Survey: Putting refugee and host community perspectives at the heart of international policy making

On behalf of the Turkish Refugee Council, the Asylum and Migration Research Centre, and Oxfam, we would like to extend the invitation to participate in an international policy consultation and

development process that aims to help put the voices and perspectives of refugees and host communities at the center of refugee-related decision-making processes. This process has been initiated by the Turkish Refugee Council, the Asylum and Migration Research Centre and Oxfam, in recognition of the absence of refugee and host community perspectives and voices from many national and international decision-making processes on refugee issues.

There are several ways you can participate:

1. Completing an online survey, available in [English](#), [Arabic](#), [French](#), [Spanish](#), and [Turkish](#);
2. Participating in an in-depth interview to share your views;
3. Participating in a thematic working group to work on the development of thematic policy positions and recommendations;
4. Sharing this email with your networks, to help us spread the word about this process even further. We are particularly keen to reach as many refugee-led organizations as possible.

For more information about this initiative, please see [the concept note](#) and background information below. To take part in an interview or find out more about the thematic working groups, please contact Aysegul Ekmekci ([aysegul.ekmekci@oxfamnovib.nl](mailto:aysegul.ekmekci@oxfamnovib.nl)) or Josephine Whitaker-Yilmaz ([Josephine.whitaker@oxfamnovib.nl](mailto:Josephine.whitaker@oxfamnovib.nl)).

#### Background information

The perspectives of refugees and the communities and countries that host them are noticeably absent from many international discussions about refugee related policy. In recognition of this critical gap, the Turkish Refugee Council, IGAM (Asylum and Migration Research Centre) and Oxfam, in collaboration with other civil society organizations in Turkey and beyond, are convening an international policy consultation and development process on refugee issues. The aim of this process is to identify commonalities in the perspectives of refugees, hosting communities and countries; provide a platform from which these may be amplified in international policy-making processes; and ensure that the views and perspectives of those most affected by forced migration across international borders are driving the development of international policy on refugees.

This will involve online and face to face consultations among refugee-led and other civil society organizations from around the world, and a process of policy development that will be led by thematic working groups. It will culminate in an international refugee congress in Turkey in early 2018, the purpose of which will be to bring together participants to discuss, debate and develop joint policy positions and recommendations.

## **2. Related Resources and Reports with Elements of Results-Based Protection:**

**Blog:** [Why Learning from Failure is Key to Anticipating Humanitarian Crises](#)

*Start Network, Sarah Klassen, 2 October 2017*



In humanitarian contexts, decision-makers must often rely on various sources of data that may be incomplete or at odds, which affects the calculation of risk, and accordingly, resource prioritization and programmatic decisions.

In efforts to [cultivate an environment for iterative learning](#) and move us away from “success” and “failure” thinking, the Start Network reflects on recent cases under the Network’s [Crisis Anticipation Window](#), which illuminated valuable lessons in terms of analysis, adaptation, and risk.

Over the summer of 2017, decision-makers in Niger weighed activating an alert for potential flooding based upon an anticipation alert raised in a certain area of the country which was relatively well-funded and staffed with humanitarian organizations. While they acknowledged the severity of the risk, they decided that not enough information was provided about the needs and risks in other areas and did not ultimately activate the alert. Weeks later, the flooding of the Niger River devastated the Niamey area due to, among other factors, a blockage of drainage canals – which could have been funded had there been an activated alert. As the Start Network and members reflected upon this experience, they pinpointed uncertainty as a major deterrent and acknowledged that being proactive requires having a greater [appetite for risk](#).

In July of 2017, Start Network members were observing worrying signs of potential flooding and landslides in Sierra Leone, provided historical analysis of weather patterns, the pervasive rainfall, environmental degradation and unregulated construction on hillsides in danger areas. Discussions continued for two weeks, and as Members were drafting the alert note, a flooding-induced mudslide killed more than 1000 people in Regent. This experience pointed to the value of analysis linked to timely decision-making. There may be an inclination for organizations conducting [context-specific analysis](#) to focus on developing a comprehensive picture of the situation and all of its nuances; however, in humanitarian crises where time is of the essence, actors need to develop “good enough” analysis for collective decision making. The Start Network posits that when people come together to collectively analyze risk, they’re more likely to act on that information, which has spurred the development of the Start Network’s [Analysis for Action grant](#).

Working to shift the humanitarian sector from being more reactionary to anticipatory is often “trial and error” and requires [consistent reflection and learning to support adaptation](#). For more reflections from the Start Network, read the full post, [here](#).



**Report:** [“We Hope and We Fight”: Youth, Communities, and Violence in Mali](#)

*Mercy Corps and Think Peace, September 2017*

In their September 2017 report, Mercy Corps, and Think Peace (through a series of interviews with youth members of armed groups, non-violent youth, and community leaders in Mali) aim to trace the pathways that youth take to armed groups, as well as the factors that enable others to resist using violence. This work seeks to enhance understanding of the pathways to violence in the Malian context, but also reveal the capacities that support youth in remaining peaceful— even in an environment of widespread insecurity. The findings yield a set of actionable recommendations for stakeholders in increasing the likelihood of the peace process’s success through investments aimed at preventing youth participation in violence in both the short and long terms.

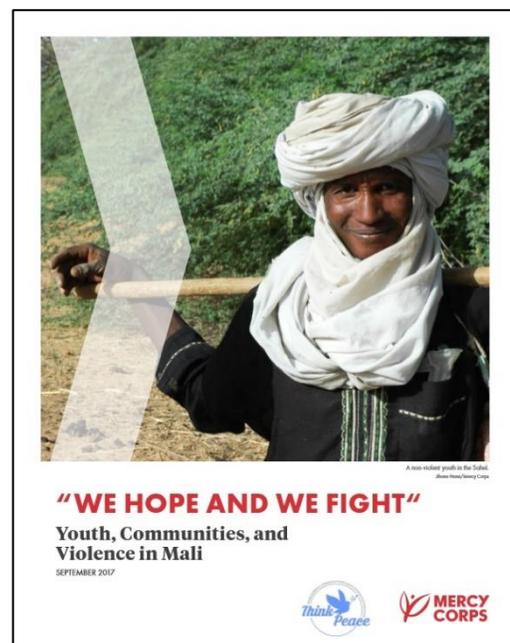
The guiding research questions were:

1. *What factors contribute to youth participation in violence in Northern and Central Mali?*
2. *What factors enable youth to avoid participating in violence?*
3. *What factors contribute to youth support for the peace process?*

Between January and April 2017, the research team conducted in-depth interviews across 34 cities, towns, and villages in Northern and Central Mali, ultimately reaching 71 people— mostly youth—who identified as current or former members of armed groups, 53 respondents who have not joined armed groups, and 25 community leaders. The research team employed qualitative research protocol and key informant interview (KII) guides designed for youth in armed groups, non-violent youth, and community leaders. The team also developed a set of data collection tools, which borrowed elements of the “[genogram](#)” tool [first used in public health and adapted to a violence prevention context](#), aimed at exploring social influence around violence.

Findings reveal a complex dynamic between systemic and community-level factors and individual decision-making. Key points are summarized below:

- **Community support for armed groups encourages youth to engage in violence out of a sense of duty or quest for respect.** A majority of members of armed groups—pro-government, anti-government, and violent extremist—remarked that their communities (and leaders and parents) supported and shared values with these groups, where youth participation in violence was often normalized and encouraged.
- **Protection of communities serves as a powerful motivator for youth to join armed groups.** Protecting their communities from outside threats was one of the key reasons cited across youth respondents from armed groups.
- **Perceptions of community exclusion perpetrated by the government—based on geography or ethnic identity—fuel participation in anti-government armed groups.** Across the North, respondents cited a lack of government services. However, youth in anti-government and



violent extremist groups, in particular, shared deep grievances rooted in their perceptions of the government's relative neglect and mistreatment of their communities. Many youth in armed groups described injustices carried out by government and security actors. Some youth cited direct abuse by the military against their communities, and others described extensive experience with corruption.

- **Some youth, seeking the long-term stability of a government position, view armed groups as a stepping-stone to joining the military.** While few youth mentioned short-term financial incentives motivating their membership in armed groups, some youth, primarily members of pro-government groups, spoke of their belief that their participation would be a viable step to later joining the military.
- **Many youth in armed groups and non-violent youth have high, but fragile, expectations for the peace process.** Some youth expressed hope that the process would generate improved security, and others hoped to benefit from the disarmament, demobilization, and reintegration (DDR) provisions. However, slow progress, historical failures, and concerns about exclusion of certain groups and regions make some youth skeptical that the peace process will be effective.

Recommendations, thusly, focused on strengthening protective factors at the community -level; establishing inclusive, collaborative processes to ensure the peace process is transparent and responsive to diverse communities' needs; developing community-level security plans that outline a transition from non-government armed groups to state-led security management; and expanding opportunities for youth to achieve status without engaging in armed groups.

Relevant to results-based protection, this research initiative employs research [methods adapted from the public health sector](#) to conduct a [threat analysis \(disaggregated](#) by gender, political affiliation, location, ethnicity, etc.) to examine the policies, practices, motivations, behaviors, attitudes, ideas, and beliefs that drive armed-youth who are responsible for the threat, as well as the drivers and capacities of youth who do not participate in armed groups. It teases out a [causal logic](#) for establishing enduring peace in Mali - helps [identify the leverage points](#) to bring about change, [the roles of various actors](#) (Government, development, civil society organizations, community members, etc.) to achieve a reduction in risk/ promote peace, and [the levels, sequence, and benchmarks](#) for an intervention. Furthermore, the analysis and subsequent evidence-informed recommendations [challenge assumptions](#) made around interventions targeting "individual" incentives and motivations – the findings suggest that sharper focus on community attitudes—which in turn create an environment in which armed groups can thrive or wither—may prove more fruitful in problem-solving and achieving protection outcomes.

To read the full report, see [here](#).



**Webinar:** [Principles-Focused Evaluation – Featuring Mark Cabaj and Michael Quinn Patton](#)

*Tamarack Institute, 23 January 2018*

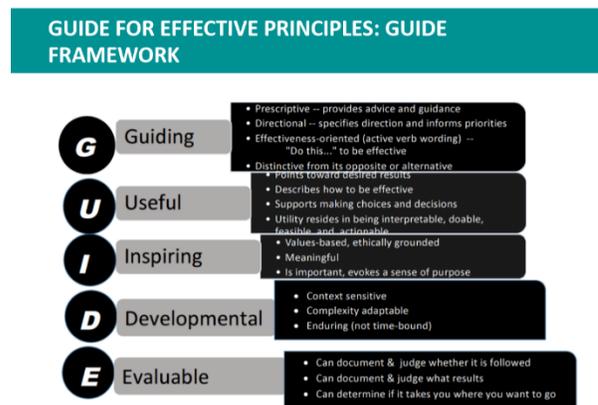
On January 23<sup>rd</sup>, the Tamarack Institute held a conversation with Michael Quinn Patton exploring his latest book - [Principles-Focused Evaluation: The GUIDE](#), released in November 2017. The

webinar explored the principles-focused evaluation (P-FE) approach and its relevance and application in a range of settings. Quinn Patton presented why principles matter for program development and evaluation and how they can serve as a rudder to navigate the uncertainties, nuances, and emergent challenges of complex dynamic environments (such as those in humanitarian contexts).

Principles provide guidance, based on norms, values, experience, and knowledge. For the purposes of evaluation, they can serve as helpful hypotheses and evaluators can question: if they prove meaningful to those whom the principles are meant to provide guidance; if the principles are adhered to; and if so, do they lead to the desired results? Principles can thus be evaluated for both process as well as results.

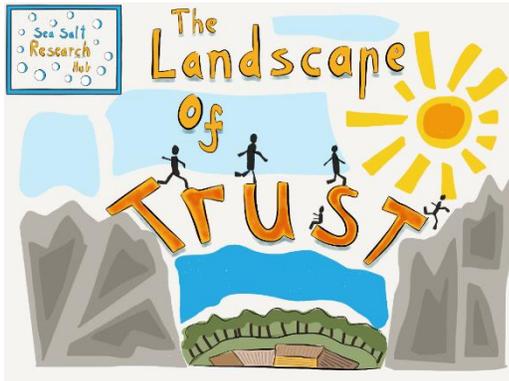
Webinar discussion emphasized several relevant aspects of RBP and [outcome-oriented methods](#), namely:

- **Principles can be evaluated.** While intervention design and evaluation are usually heavily project-oriented (mostly closed systems), as the world changes we need to [grapple with systems, innovations, relationships, collective efforts, strategies](#), etc. P-FE frameworks can help us illuminate and assess complexity.
- **Principles are not prescriptive “recipes” but adaptive, [related to context/ situation](#).** P-FE is not anti-project/ recipe, but it recognizes that those only work in simple spaces. To acknowledge complex, dynamic environments, principles are more appropriate.
- P-FE presents an alternative to the conventional “SMART” goals utilized in evaluation of humanitarian programs, and posits that **the GUIDE framework** (Guiding, Useful, Inspiring, Developmental, Valuable); may be more helpful for evaluating principles.
- Sometimes principles are founded at the start of an intervention; however, they may also [emerge through learning and action](#).
- There is value of **engaging evaluators on the “front end”** as opposed to later or post-intervention. Similar to [developmental evaluations](#), bringing in evaluators early-on yields benefits for fostering a dynamic co-creation environment where evaluation observations may [inform design and course-correction](#).



This webinar was also the official launch for the upcoming Evaluation Master class that Michael Quinn Patton and Mark Cabaj will be hosting in four Canadian cities this March. If you want to learn more about those 1-day deep dive learning experiences, [find more information here](#).

To access the webinar recording and [slide deck](#), please see [here](#).



**Blog:** [Leading with Trust: A Development Pathway](#)

*Julian Stodd, December 7, 2017*

[Strategic and intentional collaboration among actors](#) across and outside of the humanitarian sphere, based on an understanding of actors' capacities and leverage points, is vital to achieving collective protection outcomes. Collaboration between stakeholders requires a level of trust between actors and individuals, which can be challenging to forge in the midst of a fast-paced and dynamic humanitarian crisis. Provided the complex nature

of trust itself – how it flows between individuals and systems, how it can be difficult and time-intensive to earn, how it is easy to fracture and painstaking to rebuild -- as we consider how to establish broad and meaningful collaboration, we must also consider how to understand, cultivate, and nurture this elusive quality.

Julian Stodd and his team with the [Landscape of Trust research project](#) offer insights into how to build reservoirs of trust between individuals, within communities and team, and into organizations themselves. The initiative seeks to gather evidence and learn more about 'trust', develop visualization tools and [diagnostics](#), and present practical approaches and guidance for applying this gathered evidence on trust.

His recent post provides a pathway built around 8 modules (Foundations of Trust, Structures of Trust, The Failure of Trust, The Flow of Trust, Technology and Trust, The Projection of Trust, The Diversification of Trust, and Leading with Trust) to use evidence gathered in the field to foster social dynamism in organizations and leadership approaches grounded in trust.

For more information, see the full blog post [here](#).



**Blog:** [CLA in Action for Orphans and Vulnerable Children in Tanzania](#)

*USAID Learning Lab, Erica Kuhlik, January 16, 2018*

This blog piece features USAID- partner Pact's collaborating, learning, and adapting (CLA) initiative for designing a multi-stakeholder [learning agenda](#) in their orphans and vulnerable children (OVC) portfolio in Tanzania.

Since the project began in July 2016, the Pact team has been keen to develop and implement a learning agenda to contribute to the evidence base for OVC programming in Tanzania and the region more broadly. Recognizing the [value that different stakeholders have in collective problem-solving](#), the Pact and USAID team brought together a broad group of stakeholders (consortium partners, Government, UN, other OVC stakeholders, and their donor (USAID)) through a [participatory, action-oriented, and critical approach](#) to developing learning

questions. Stakeholders gathered in a one-day workshop to develop a prioritized, achievable set of learning questions to yield results that are useful for both the Pact project, specifically, as well as to other stakeholders working with OVC in Tanzania. While the composition of the group was diverse in terms of organizations/ actors, it was additionally diverse in terms of the roles and capacities of the participating individuals themselves (with representation from senior technical staff, M&E officers, Government officials, donor colleagues, and other decision-makers). The approach, adapted from USAID Learning Lab's [guidance](#) on learning agendas and a related [workshop training](#), allowed small teams to enhance their [analysis](#) of the programmatic context and identify gaps in knowledge that could be translated into learning agenda questions.

Currently, the team is shaping the learning questions into an actionable learning agenda by determining the [methods](#) used to respond to each question, developing a timeline for implementation and results dissemination, and assigning responsibilities among project staff, consortium partners, and other stakeholders who will remain active in the learning process.

This case example from Pact is a helpful illustration of how results-based values and culture translate from commitments into practice through [investing in collaborating, learning and adapting from the start](#), as well as setting the stage for an [iterative process of analysis, reflection, learning, and relationship-building](#).

For the full post, please see [here](#).

### 3. 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 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/>).

For questions, feedback, or more information on results-based protection, please contact [Katie Grant](#).