

Dear Colleagues,

In this February Results-Based Protection Update:

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



Tool: [A Design Experiment: Imagining Alternative Humanitarian Action](#)
 ODI Humanitarian Policy Group, January 2018

Building on the Humanitarian Policy Group's (HPG) work on [remaking humanitarian action for the modern era](#), HPG, along with their partner ThinkPlace, initiated a design thinking experiment to capture ideas and discussions of major stakeholders to reimagine humanitarian action. The approach aimed to map people's actual experiences and use those experiences to envision how international humanitarian action might become adaptable and accountable in ways that [recognize people affected by crisis as the agents of change in their own lives](#). Both the vision articulated in the Design Guide, as well as the process for developing it,

illustrate key elements of results-based protection as a way of appreciating and addressing complexity in problem solving for humanitarian outcomes.

The process

This design guide documents people's stories and reflections, and frames both challenges and opportunities, barriers and enablers in a human-centered way that is creative, anchored in human connection, and focused on user perspectives and experiences. The [design-thinking](#) and co-design methodology was designed to be inclusive and iterative, as the team convened a group of experienced humanitarian practitioners, refugees and other crisis-affected communities alongside people from the private sector, finance, academia and the media as co-designers. The process started with creating a shared understanding of the vision and objective, followed by a process of rapid exploration and innovation, and formulation of the vision of the 'future humanitarian state'.

The below questions summarize the framework for this design inquiry; however, the approach utilized [methods of storytelling](#) to illicit personal stories and reflections which then served as the springboard for ideas about alternative humanitarian futures.

power	experience	accountability	agility	diversity
What needs to happen to enable more shared power and resources among a diversity of actors?	What are the experience pathways of people through the humanitarian architecture?	How do people affected by crisis want others to be held to account?	What are the blockages to furthering already-made commitments to change?	How do different actors propel or compromise each other's work?
What perverse institutional incentives exist that maintain the status quo?	How do people affected by crisis see their own roles?	Why do some actors feel powerless about being accountable to people affected by crisis?	How can the sector be better equipped or ready for change?	What have self-organising actors been able to do that traditional actors haven't?
What are possible, alternative incentive options?	What structures in place limit or enable the roles people have for themselves?	How should systems of representation exist?	When is more flexibility needed and when is more rigidity needed?	What different types of working relationships are needed?

Using individual responses from consultations, the design team developed composite images of real user groups or actor groups as *personas* which served the following functions in the design process: (a) to help build deep empathy and understanding of the pain points and needs of user segments and (b) to help define the design considerations or criteria which best allow for designing a solution that delivers on all users' need. These personas then served as the launching point for experience maps – rich human stories –presented in 'first-person' form, to give the reader the opportunity to empathize with and embed themselves in that user's thinking and actions.

RECEPTIVE VOLUNTEER HOST

Kenyan national who has volunteered with an INGO at Dadaab Refugee Camp for a couple years



Babacar
The embracing host

- MY ASPIRATIONS** include increasing trust between aid workers and refugees, as there is very little understanding between their two 'worlds' within the camp. I also would like to see a more simplified organisational landscape – there are too many organisations with competing mandates operating in Dadaab.
- MY FRUSTRATIONS** include 'amateurism' – that is, knowing that many of the staff delivering services in Dadaab are much less trained and much less professional than people would think.
- THE CHANGE I'D LIKE TO SEE** includes creating a much more simplified approval process for procuring funding when we need it. The refugees here in Dadaab often have great ideas about what we can do to help them, but if funding wasn't allocated at the beginning of the funding cycle then it can be extremely difficult to secure approval.

The Vision

The Design Guide envisions a framework in which future responses are based on a clear understanding of the needs of crisis-affected people and proposes ideas for how humanitarian actors might do better to meet them. Four ideas are prototyped:

1. *Community-led response fund*: communities manage and allocate their own rapid response fund.
2. *Relief Watch*: an independent watchdog provides a rating of performance and aid effectiveness based on user and expert reviews.
3. *Humanitarian social economy*: humanitarian supply chains grow and support community-owned cooperatives.
4. *United Beyond Nations*: affected people connect directly with local, national, international responders and service providers via a networked humanitarian platform.

Each also describes the 'response functions' of the international system within those prototypes.

Overall, this design process highlights that a behavioral shift is also needed to transform existing systems/ structures. This requires actors to:

- **Think differently:** The new humanitarian worldview requires actors to practice what they preach in terms of transparency and accountability – even when politically or temporally inconvenient.
- **Speaking differently:** New futures embrace an alternative 'humanitarian lexicon' that suggests that crisis-affected people play an active (rather than passive) role in their recovery, and that language used is suited to the audience to [enable participation from a wider group of actors](#)
- **Doing Differently:** Furthermore, the new approach requires more [day-to-day rituals and habits](#) that incentivize proactive [trust-building](#), reward [genuine collaboration](#), and prescribe [complementarity to avoid parallel structures](#).

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

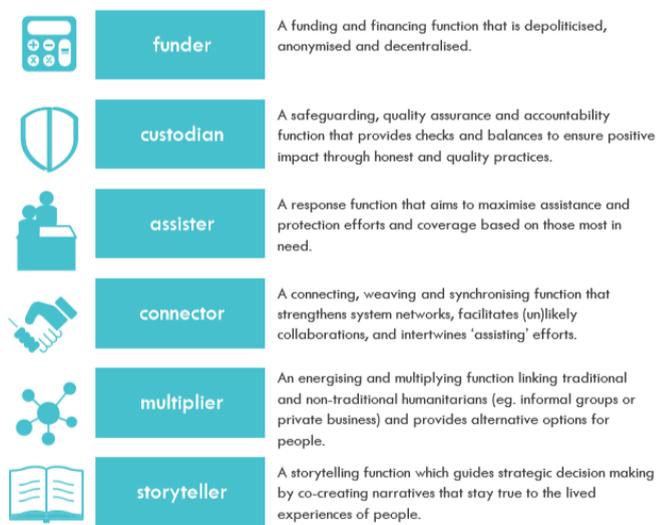


Figure 1. Six 'response functions'



Online Training: [Communication is Aid](#)

CDAC Network, Humanitarian Leadership Academy

This free online learning course aims to raise awareness about the key components of effective communication with crisis-affected communities, and to build knowledge and skills on how to communicate in practice. Provided that Results-Based Protection is rooted in [starting from the perspective of affected people](#) regarding identifying and determining how to respond to a protection issue, [effective and two-way dialogue with communities](#) helps to create a foundation that supports overall protective results.

The course introduces learners to the key concepts in Communicating with Communities in humanitarian emergencies and features interactive, scenario-based challenges to allow learners to practice what they have learned for establishing meaningful communication in a rapid-onset natural disaster or conflict situation.

Key learning objectives include:

- Understand how communication can be used to support disaster-affected people and programme objectives;
- Understand how to assess the information needs of the community and decide through which channel(s) of communication to reach them;
- Understand how to create and adapt information and messages to maximise impact;
- Understand how to develop a communications strategy (using multiple channels) to establish and maintain two-way communication; and
- Understand how to manage and respond to feedback from the community.



[Communicating with Communities](#) puts the affected population's need for information and the importance of playing a leading role in their own recovery at the center of the conversation, [making engagement, information provision, and communication](#), as all part of the same process. Effective information dissemination and listening carefully to feedback also allows implementing organizations to identify misunderstanding, build trust and overcome perception biases, and detect important gaps in the response – facilitating improved decision-making and more appropriate and relevant responses.

To access this e-course, please see [here](#).



Webinar: [Building Readiness Through Collective Impact Feasibility Framework](#)

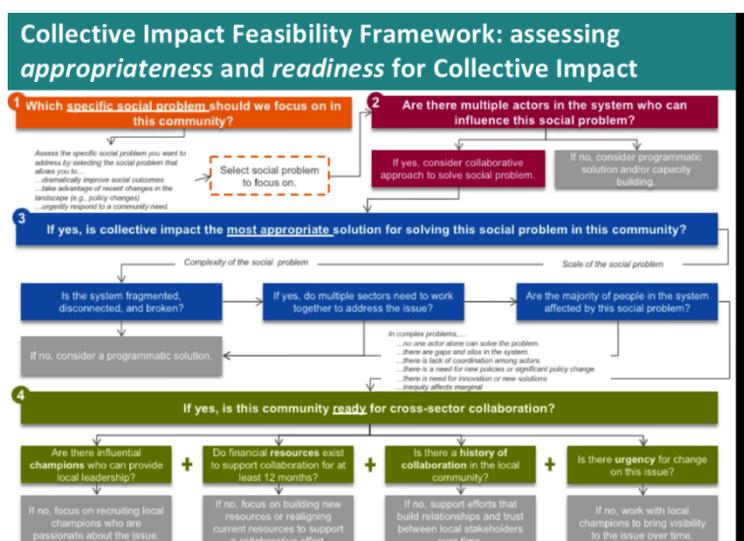
Tamarack Institute, Collective Impact Forum, February 2018

In this webinar, Liz Weaver and Robert Albright from the Collective Impact Forum discuss Collective Impact's utility as a method for problem-solving in complex situations. Collective Impact (CI) is the commitment of a group of important actors from across different sectors to a common agenda for addressing a specific complex problem at scale—the essence of [Designing for Contribution](#).

Collective Impact posits that large scale collective change is achieved through five key elements:

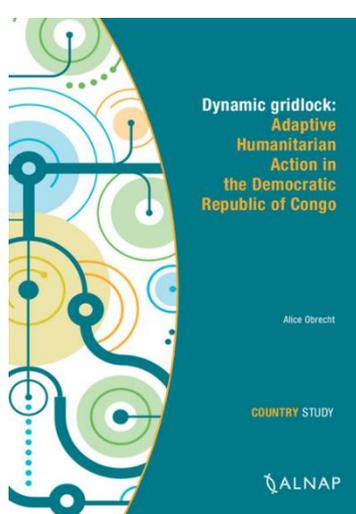
- *Establish a common agenda*, including a common understanding of the problem and shared vision for change;
- *Establish a shared measurement system* for collecting data and measuring results;
- *Utilize mutually reinforcing activities* with [differentiated approaches but coordinated](#) through a joint plan of action;
- *Ensure continuous communication*, [promoting openness and building trust](#);
- [Resource for backbone support](#).

The webinar illustrated the framework for assessing appropriateness and readiness for a Collective Impact approach. Enabling factors include: Influential Champions and Supportive Leadership who are able to bring together leaders across sectors; committed funding partners; a history of collaborative efforts in the community; and an urgency for change motivated by frustration with existing approaches/ a complex, multi-faceted problem facing the community. While CI does not necessitate all prerequisites to be met in advance of beginning a CI initiative, they should be helpful benchmarks in assessing readiness and appropriateness.



Relatedly, CI recommends conducting a [systems mapping](#) at the early stages to identify existing tables for CI governance or opportunities for joint learning or sharing across collaboratives.

For more information and to view the entire webinar, see [here](#).



Case Study: [Dynamic gridlock: Adaptive Humanitarian Action in the Democratic Republic of Congo](#)
 Alice Obrecht, ALNAP, February 2018

In settings where underlying vulnerabilities to a crisis remain chronic, humanitarian organizations face longer periods of engagement and must shift this engagement frequently, [as the situation, threats, and vulnerabilities fluctuate and change](#). This longer-term engagement for humanitarians carries a greater need to recognize the complexity of the contexts in which humanitarians operate. In this environment of increasing complexity, change, and uncertainty, there is the growing perception that humanitarian response is not sufficiently agile – with external and internal barriers stifling innovation and adaptation.

ALNAP is undertaking exploratory research to identify the current supportive conditions and practical barriers for adaptive humanitarian response through two country case studies, as well as a structured literature review, and a final report to be published in the coming months.

This first case study report, focusing on adaptive humanitarian action in the Democratic Republic of Congo, highlights the landscape of humanitarian action in DRC, as well as what [flexible, adaptive action](#) looks like in this context, drawing out several relevant connections to Results-Based Protection.

For those working in the DRC, the context is one of dynamic change, in which many small to mid-level, multi-faceted crises arise in different parts of the country on a weekly basis: ‘Every day is a new day and every day we have new problems.’ (Key Informant Interview)

Consultations with key informants reveal the dynamic nature of the conflict (and its’ diverse forms), and how [continuous context-specific analysis](#) is needed to understanding shifting aspects of the risk environment and avoiding treating the conflict/ and related approaches to problem-solving as ‘one-size-fits-all’.

In unpacking the dimensions contributing to an actor or multiple actors’ ability to adapt, this report identified triggers for change and site of flexibility as key determining factors. In the DRC case, the most common prompts for adaptation were the following:

1. Agency policy or framework;
2. Security situation worsened;
3. Population movement/ demographic shift;
4. Beneficiary preference or request;
5. Differences in implementing context.

By-in-large, adaptation was prompted by changes in rules and structures through which assistance is provided rather than context-specific needs. Regarding the ‘Site of Flexibility’ or where the adaptation takes place, the report characterized action taken as they relate to the following areas:

1. Operational adaptation: where they operate, which populations they serve, how they deliver assistance;
2. Programmatic adaptation: adapting the content of activities/ services;
3. Strategic adaptation: adapting their broader role and function, or how they work within the system.

‘Again, it requires a strong dialogue with donors, but it also requires, kind of, constant reflection on “Is this programming appropriate for any given context?” and of course starting new programs, there’s always an opportunity to reflect on lessons learned, and how to again, be more appropriate based on evolving context.’ (Key Informant Interview, INGO)

The report offers insights and recommendations for increasing flexibility across operation, programmatic, and strategic realms – emphasizing: investing in problem-solving and [iterative reflection and learning](#), strengthening donor-partner relationships, reconceptualizing arbitrary programming timelines, [dedicating resources for information management and analysis](#), [meaningful engagement of affected populations](#) in programme choice and design, and [multisectoral coordination](#) for achieving humanitarian outcomes in DRC.

To access the case study report, please see [here](#).



Blog: [Using Theatre to Share Evaluation Findings with a Wider Community](#)

AEA 365, Carolyn Camman, Christopher Cook, Andrew Leyland, Suzie O’Shea, and Angela Towle, 5 December 2017

In exploring methods for [meaningful engagement with communities and effective two-way communication](#), there’s growing interest in using arts-based methods in evaluation. Theatre is one such approach that encourages people to creatively participate and connect with findings kinetically as part of a dialogue between performers and audience. In a recent blog post with the American Evaluation Association, the University of British Columbia Learning Lab shared their *Voices UP!* community theatre approach to make the results of a recent

evaluation accessible to a broader community audience. The theatrical performances were co-written and co-performed with [the community members who contributed to the evaluation](#) itself. It was not only an effective mechanism for disseminating results, but also deepened the evaluation, as the cast was able to learn more about evaluation and shared new stories and insights throughout the process.

In post-performance feedback sessions, one person said, “It was neat to hear the participants reflecting on what they had just done as well as what it meant to them to be a part of it.” Another remarked that “seeing” the impact of the program was more persuasive than reading in a report or grant application.

To document the findings from the evaluation and its methods, the Voices Up! team and community cast employed another storytelling method ([designing a comic book](#)) through the same participatory process.

For more information on this evaluation and for other resources on using theatre to tell an evaluation story, see the full post [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](#).