

Results-Based Protection



April 2018

Dear Colleagues,

In this April Results-Based Protection Update:

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1. Upcoming Series and Events



**EVIDENCE BASE
FOR CLA**

COLLABORATE • LEARN • ADAPT

Podcast: [From the Inside Out, A New Podcast Series from USAID Learning Lab](#)

USAID Learning Lab, May 2018

In previous [RBP Updates](#), we have examined how collaborating, learning, and adapting (CLA) can help translate a results-based orientation into practice through [iterative reflection, learning, and relationship-building](#). (See [here](#), [here](#), and [here](#) for previous examples.) By improving our ability to learn, we can adapt our programming to be more responsive to the needs and realities of people at risk and ensure our work leads to the protection outcomes.

The USAID Learning Lab is taking the conversation on CLA further with a new podcast series -- [From the Inside Out: Achieving Better Development Outcomes through Collaborating, Learning, and Adapting](#). This series is designed to empower staff and partners with evidence, resources, and tips to help practitioners build upon their CLA savviness and incorporate good CLA practice into their work.

Core themes to include: how to build an adaptive team, create a learning culture, collaborate strategically, use the data you collect, and pause and reflect along the way – touching on all of the [key elements of results-based protection](#).

New episodes will be released every Tuesday in May on Tuesdays for five weeks, so subscribe to the USAID Learning Lab podcast wherever you listen to podcasts ([iTunes](#), [Stitcher](#), [PocketCasts](#)) and tune in.

May 1 - Go Beyond Technical Skills: How to build an adaptive team

May 8 - Stay Curious, Together: How to create a learning culture

May 15 - Meet Strategically: How to collaborate, but not too much

May 22 - Stay in the Loop: How to use your data

May 29 - Stop to Think: Why it pays to pause and reflect

Visit USAIDLearningLab.org/eb4cla for more information.



Joint Webinar Series: [Social norms as they relate to the fields of gender-based violence, violence against children, sexual exploitation and the abuse of children and adolescents](#)
CPC Learning Network and LINEA, 2018

LONDON
SCHOOL of
HYGIENE
& TROPICAL
MEDICINE



How can we better understand what norms underpin and create an enabling environment for violence and exploitation, and how can we transform them through promoting positive norms for child and adolescent development and well-being?

In 2018, the Learning Initiative on Norms, Exploitation, and Abuse (LINEA) at the London School of Hygiene and Tropical Medicine and the Care and Protection of Children (CPC) Learning Network at Columbia University will jointly host a webinar series exploring **social norms as they relate to the fields of gender-based violence, violence against children, sexual exploitation and the abuse of children and adolescents**. The conversation will feature a [range of actors](#) (from academics to practitioners to activists) contributing learning from their disciplines on the linkages between social norms and violence, exploitation, and abuse. This conversation can yield useful information for constructing a causal logic and identifying the pathways for changing behaviors, attitudes, and practice as they relate to the social norms within a particular context.

Webinar topic areas include:

1. Technology, the internet and social norms.
2. Using social media campaigns to change social norms.
3. Behavior change and social norms change approaches: Similarities and differences.
4. Men's role in upholding and transforming social norms.
5. Adolescence and social norms.

More information to be posted in the coming days, check [here](#) for more details on dates and presenters.



Webinar: [What's Missing? Adding Context to the Urban Response Toolbox](#)
ALNAP, 8 May 2018

The humanitarian community has come under increased pressure to achieve more meaningful results and demonstrate impact through protection programming, mindful that the current practice often tends to [replicate programs across contexts without adequate investment in analysis or consideration of what actions are necessary to reduce the specific risks different people face in a specific context](#). Results-based approaches rely on [better analysis and synthesis of risk patterns](#), and better [diagnosis](#)

[of the roles of different actors](#). With this information, we can better undertake context-specific problem-solving and [outcome-oriented program design](#).

New research from ALNAP has explored the potential of using tools to better understand context and how this can improve response (looking at the complex and interconnected dynamics of urban crises, specifically). This webinar will present key findings from ALNAP's new study '[What's Missing? Adding Context to the Urban Response Toolbox](#)' and feature presentations from two organizations currently using context-specific analysis tools. The webinar will invite audience participants to ask questions and share their own experiences as they pertain to analysis of context.

[For more information and to register for the webinar, please visit here. Find the full study here, as well as an annex summarizing all tools mentioned in the study.](#)

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

Event Summary Note: [Practicing Safe Data: A Roundtable Discussion](#)

InterAction, 5 April 2018



With new technologies enabling faster data collection and information management, there are opportunities for these technologies to be harnessed for [continuous context-specific analysis](#) in support of protection outcomes; however, if not handled responsibly, they can also expose individuals to additional risk. On April 5th, InterAction hosted a roundtable to dive into data protection standards and responsible practice of data collection, management, and use. [Practicing Safe Data: A Roundtable Discussion](#) to delve deeper into these topics. The roundtable discussion sought to bring together a range of individuals from different backgrounds and workstreams to explore the frontier of responsible data and compliance with data regulations, bridge conversations that often happen in parallel and, ideally, give participants some tools or guidance on advancing the conversation internally within their organization.

Throughout the course of group discussion, this roundtable aimed to address the following questions:

- What are the challenges (political, cultural, technical) we face in getting our organizations to collect, manage, use, and dispose of data responsibly?
- How do we address those challenges in ways that are sustainable and not merely compliance-oriented?
- What role can InterAction play in supporting individual and collective efforts to improve our practice of responsible data?

Key Discussion Points:

Discussion points emphasized several relevant aspects of results-based protection, including:

- *Going beyond "compliance" to ethical and rights-based approaches to responsible data collection and management.* Group participants iterated that responsible data collection and management extends further than the rights of EU citizens (with respect to the new [EU General Data Protection Regulation](#)). As our community is grappling with the implications of new technologies and data practices facilitating faster data collection and information management, we must balance tensions between security, transparency, and use of data for decision-making and adaptive management for improved programming.

- *Incorporating safe data needs from the outset*: Planning is fundamental for practicing safe data. It is imperative to fully think through [data collection, management, and use needs](#) throughout the lifecycle of the intervention (as well as data storage and custody beyond the program cycle) from the design stage, including assessing the implications for organizational processes, resourcing and funding, and policies and processes needed to facilitate responsible data practice.
- *Collaboration between multiple sectors and organizational units* (e.g. Senior management, M&E, ICT, innovation, program, legal, HR, security and risk, etc.) is essential throughout design and implementation. In fostering this [intentional collaboration](#), there is a need to ensure diverse stakeholders are speaking the same language (clarify definitions) and have a common understanding of a principled approach. For Protection Information Management, the [PIM Process and Matrix](#) can be useful tools to clarify definitions and underpinning principles. In ensuring that field colleagues and in-country partners are a part of the conversation, there may be a need for capacity development for information management which should be additionally considered from the design stage. Moreover, there is work to be done on inculturation and emphasizing that responsible data practices are everyone's responsibility – not just a Data Protection Officer, ICT specialist, or M&E colleague.
- Data “horror stories” are often useful to convey the gravity of the issue and articulate how improper data management may expose end users and those who participate in development or humanitarian programs to additional risk; however, these stories *need to be coupled with resources, best practice, and next steps* to avoid paralysis and enable collective problem-solving.

Resources:

Several participants shared resources and initiatives that their organizations are pursuing to strengthen their ability to collect and manage data:

- Oxfam: [Responsible Program Data Policy](#) and [Responsible Data Management Training Pack](#)
- Catholic Relief Services: Responsible Data Principles
- Danish Refugee Council and UNHCR: [Protection Information Management \(PIM\) initiative](#)
- USAID Responsible Data Practice Guidelines: forthcoming (see a [preview here](#))
- GirlEffect: [Digital Safeguarding Guidelines](#)
- NetHope: [Data Protection and Information Security Working Group](#) (NetHope members only)

Other resources mentioned during the discussion include:

- [Responsible Data 'Hackpad'](#) – a compendium of crowdsourced resources
- [Responsible Data Forum](#) – a community of practice maintained by The Engine Room
- [Data Protection Laws of the World](#) – a tool to determine local data protection policies
- [Data Starter Kit for Humanitarian Field Staff](#) – a kit on managing and protecting e-transfer program data by the Electronic Cash Transfer Learning Action Network
- [Protecting Beneficiary Privacy](#) – principles and operational standards for the secure use of personal data in cash and e-transfer programs by The Cash Learning Partnership
- [ICRC Handbook on Data Protection in Humanitarian Action](#) – comprehensive handbook on data protection in emergencies and volatile environments

The Way Forward:

As there seems to be an appetite for *peer exchange and learning*, InterAction is exploring opportunities for coordination and facilitated discussion and support around responsible data. To ensure organizations can

invest as required for responsible data, there is a need to continue the conversation with donors about how to build resources into program design, and establish supportive funding requirements, for responsible data management in program implementation.

To promote *institutionalization and inculturation* (and to combat the “that’s not my job” syndrome) InterAction will explore options for an online certification process that members could make use of.

For more information on the event, please contact [Katie Grant](#).



Resource: [Matrix of resources on Communicating with Communities and Accountability to Affected Populations](#)

IASC AAP PSEA Task Team & CDAC Network, April 2018



In 2011, the IASC Principals agreed to five Commitments on Accountability to Affected Populations (CAAP) as part of a framework for engagement with communities. The revised version was developed and endorsed by the IASC Principals in November 2017 to reflect essential developments such as the Core Humanitarian Standard (CHS), the work done by the IASC on inter-agency community-based complaints mechanisms including PSEA, and the importance of meaningful collaboration with local stakeholders, which came out as a priority recommendation from the 2016 World Humanitarian Summit and in the Grand Bargain.

Following the release of the revised Commitments on Accountability to Affected Populations, the IASC AAP/PSEA Task Team has published a two-page guidance note for principals and senior managers to accompany them, highlighting the relevant links to the **Grand Bargain's Participation Revolution** recommendations and the **Core Humanitarian Standard**. Within each of these Commitments, the note highlights the [key elements of RBP](#), and the importance of [starting from the perspective of those experiencing violence, coercion, and deliberate deprivation](#), as demonstrated in the following recommendations:

Continuous Context-specific Analysis:

- Draft robust, contextual vulnerability and capacity analyses. Engage all parts of a community, including those who are vulnerable or at risk, including those who often tend to be disproportionately disadvantaged, such as women, girls and older persons, to equally contribute and share their views. (Commitment: Leadership)

Outcome-Oriented Methods:

- Work with relevant local and national partners and actors, including through targeted outreach to women’s civil society organizations, advocacy groups for disability groups, LGBTI persons, and/or specific age groups, in support of effective design, implementation and monitoring of the response as well as designing ways they may meaningfully participate in influencing or creating this response. (Commitment: Participation and Partnership)
- Communicate in languages, formats and media that are easily understood, respectful and culturally appropriate for different members of the community, especially vulnerable and marginalised groups. (Commitment: Information, Feedback, and Action)

- At a programme/operational level, require the inclusion in standard reporting of information about how programming has been adapted to take the views and perspectives of affected people into account. (Commitment: Information, Feedback and Action)

Design for Contribution:

- Recognise and use existing local and national mechanisms for coordinated approaches to participation; recognise when these do not adequately capture the needs, voices and leadership of women and girls and marginalised groups; and if so, identify alternative methods of reaching these. (Commitment: Participation and Partnership)

Organizational culture, processes, and resources:

- Allocate funds to enable effective participation and promote a culture among staff of acceptance of failure and negative feedback from affected people. (Commitment: Leadership)
- Update TORs for relevant staff and managers to require collecting feedback from affected women and men, and girls and boys in appropriate age groups in ways that are sensitive to gender & age; respond to this feedback; and report back on this feedback including how it has been addressed. Staff recruitment and performance management systems to incorporate a requirement to measure responsiveness to feedback. (Commitment: Leadership)

	Organisational Resources	Collective Resources
Tools and Guidance	<p>ALNAP and Groupe URD's, Participation Handbook: A handbook for field workers that describes ways to optimise the participation of crisis-affected people in humanitarian action. https://www.alnap.org/system/files/content/resource/files/main/alnap-groupe-urd-participation-handbook-2009.pdf</p> <p>ECB, Good Enough Guide: A pocket guide aimed at humanitarian practitioners for putting impact measurement and accountability into practice throughout the life of a project. https://policy-practice.oxfam.org.uk/publications/impact-measurement-and-accountability-in-emergencies-the-good-enough-guide-115510</p> <p>COMPAS, Quality and Accountability tool: A quality and accountability management method for aid projects specifically designed to help apply the core humanitarian standard in the field. http://www.urd.org/The-Quality-and-Accountability</p> <p>RCRC Movement, Community Engagement and Accountability Toolkit and Guidance: A toolkit / guidance that can help organisations assess, design, implement, monitor and evaluate community engagement and accountability activities. http://media.ifrc.org/ifrc/what-we-do/community-engagement/</p> <p>CAFOD partner guide: A guide for CAFOD staff to accompany partner organisations to set up complaints handling mechanisms within international programme activities (being updated). https://www.chsalliance.org/files/files/Complaints%20Handling%20Guide%20for%20Partners_CAFOD.pdf</p>	<p>UNCHR, Participatory Assessment in Operations: A tool that describes how to effectively participate with affected persons from the outset of a response for design of programmes that is inclusive of men, women, young and old and people from diverse backgrounds. http://www.unhcr.org/publications/legal/450e963f2/unhcr-tool-participatory-assessment-operations.html</p> <p>CDAC Network, How to Guide: A handbook that focuses on communication and community engagement and will help practitioners, leaders and inter-agency collective efforts to integrate this into their work (2018). www.cdacnetwork.org/tools-and-resources/how-to-guide</p>
Case Studies	<p>"Act Collectively" (2017): Videos created by global Food Security Cluster and Welthungerhilfe for local actors to get involved in coordination. https://www.youtube.com/results?search_query=act+collectively (3 videos in total, case studies in Bangladesh, Mali and Iraq) * This video is copyrighted by Welthungerhilfe/gFSC and must only be used in a humanitarian context</p>	

The CDAC Network and the IASC AAP/PSEA Task Team have also developed a [matrix of resources](#) (above) for Communicating with Communities and Accountability to Affected Populations to provide a list of tools, guidance and case studies, in support of the 4 revised AAP Commitments for use at organizational and collective levels and help managers and practitioners navigate the various resources available.

[To access both of these resources, please see here.](#)



Blog: [Conducting Evaluations in a Foreign Language: Tips for Effective Interlingual Communication](#)

AEA365 Blog, Jessie Tannenbaum , 13 April 2018

It is important that [communicating with communities](#) is not a tokenistic process or “box-ticking” exercise but a core *modus operandi* to ensure interventions are relevant and suited to the context. From intervention design, to data collection to analysis, to program evaluation, there are opportunities [to engage affected communities](#) in a meaningful way; however, this can often be challenging when evaluators are operating in environments where they don’t speak the language or have an in-depth appreciation of the cultural context. In this American Evaluation Association blog piece, blogger Jessie Tannenbaum teases out what to consider in our evaluation design and planning to ensure effective interlingual communication with affected populations.

Resource considerations

Firstly, effective interlingual communication requires resources, and is important to incorporate budget lines for translation/ interpretation from the design and planning stages of the program cycle. He suggests making sure your evaluation is budgeted at local market rates for interpreters and translators, you allow for interpreter overtime and translation rush fees, and remember to budget for interpretation equipment.

Poor survey translations [can distort findings](#), and the Institute for Social Research at the University of Michigan has published must-read [guidelines on translating surveys](#). Best practices include planning translation as part of study design, using a team translation approach, and assessing the translation prior to pre-testing.

Engage Local Experts and Clarify Terms

Unless you are conducting an evaluation on a subject in which you have technical training, in your native language and your native country, it is critical to consult with local experts (and interpreters) on the evaluation subject and define commonly-used terms, as even the same term in the same language may have different meanings in different countries/ regions.

- **Best Practice:** Treat interpreters as part of your evaluation team. [Orient them to your research process and interview/focus group techniques](#), and debrief afterwards.

Cultural Context

To ensure “do no harm” principles are upheld and to achieve effective information exchange with affected populations, an understanding of the cultural context is fundamental. Even working with the best interpreter, external evaluators who don’t speak the language of people participating in their evaluation will inevitably miss some cultural context, and a failure to make proper investments in understanding the cultural and social landscape can derail an evaluation.

For additional tips and other “rad resources” on conducting evaluations in a foreign language, 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](#).