

Results-Based Protection



May 2018

Dear Colleagues,

In this May Results-Based Protection Update:

1. Upcoming Events

- a. [Results-Based Protection Webinar](#): Iterative and Adaptive Humanitarian Action: A discussion with ALNAP and Practitioners (12 June 2018)
- b. [Workshop](#): Collective Problem Solving – InterAction Pre-Forum Workshop

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

- a. [Resource](#): Professional Standards for Protection Work (3rd Ed.)
- b. [Report](#): Making Operational Decisions in Humanitarian Response: A Literature Review
- c. [Article](#): Every Practitioner a “Knowledge Worker”: Promoting Evaluative Thinking to Enhance Learning and Adaptive Management in International Development
- d. [Podcast](#): Meeting Strategically: How to Collaborate, But Not Too Much (Inside Out Series, Episode 3)

3. Sign Up for Results-Based Protection Updates

1. Upcoming Series and Events



Results-Based Protection Webinar: Iterative and Adaptive Humanitarian Action: A discussion with ALNAP and Practitioners

InterAction and ALNAP, 12 June 2018, 9:30-11:00a.m. (Washington)



Recognizing the inherently dynamic settings of humanitarian crises, please join us for a [webinar discussion](#) with Alice Obrecht (Senior Research Fellow, ALNAP) and protection practitioners to glean insights as to-- **how humanitarian actors can better understand changes in the context, pivot programming**

responsively, and offer more relevant and effective support to crisis-affected people as their situations change over time. Building on ALNAP’s recently published [case study](#) and forthcoming research on adaptive humanitarian action, this webinar aims to further explore iteration and adaptation for protection, unpack the main factors supporting adaptability for more responsive action, common barriers and how to overcome them, and practical application of adaptive techniques. During the webinar practitioners will be invited to reflect on their approaches to iterative learning and adaptation for protection outcomes and discuss cultivating a supportive environment for these approaches.

Participation + Registration

To sign up for the webinar on **June 12th from 9:30-11:00a.m.** (Washington), 2:30 – 4:00 p.m. [London]; 3:30 – 5:00 p.m. [Geneva]; 4:30 – 6:00 p.m. [Amman]; 4:30 – 6:00 p.m. [Nairobi]; 8:30 – 10:00 p.m. [Bangkok] please [register](#) in advance.

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



ICRC

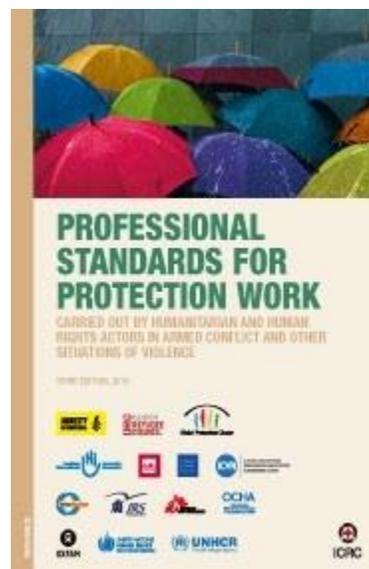
Resource: [Professional Standards for Protection Work \(3rd Edition\)](#)

ICRC, 20 March 2018

The Professional Standards for Protection Work (third edition) has been published and was launched in March 2018. These encompass a set of minimum but essential standards for ensuring protection work is safe and effective, reflecting shared thinking and agreed Standards among humanitarian and human rights

practitioners.

The third edition is responsive to changes that have occurred in the environment in which protection actors operate. For example, comprehensive guidelines on protection information management have been incorporated in Chapter 6 'Managing data and information for protection outcomes' which speak to the [rapid developments in information communication technology and concurrent growth in data-protection law](#). The Standards additionally provide a stronger emphasis on protection outcomes, based on [disaggregation of risk and articulation of a causal logic](#), and on monitoring and evaluation. The chapter on 'Managing protection strategies', in particular, features significant elaboration of results-based methods emphasizing [iterative learning and evaluation](#) to ensure accountability for the actions taken to address protection concerns and incorporating lessons into future action. Finally, the standards reflect a [Design for Contribution](#) mindset, recognizing that it often takes actors with different backgrounds and expertise to achieve protection outcomes.



For more information, download the Standards [here](#), and check out the [video](#) made for the Launch of the *Professional Standards for Protection Work*.



Report: [Making Operational Decisions in Humanitarian Response: A Literature Review](#)

ALNAP, 30 April 2018

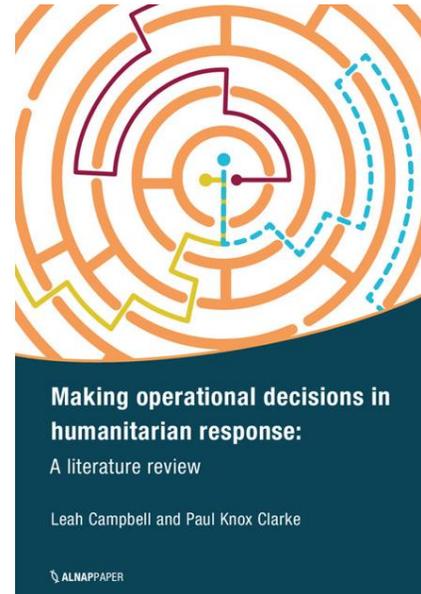
During a crisis, humanitarian leaders must make a range of decisions while grappling with different types of information (at varying degrees of “completeness”), challenging timelines with life-saving implications, and often a large degree of risk and uncertainty. Effective decision-making which fosters [adaptability and creative problem-solving](#) in operational humanitarian response has emerged as a theme in ALNAP’s previous work on humanitarian [leadership](#) and [coordination](#), and has been discussed in past RBP Updates (see examples [here](#) and [here](#)). To expand the evidence base, ALNAP is undertaking a new piece of research to better understand how humanitarians can make effective decisions in situations of urgency and/or uncertainty.

This [literature review](#) take a deeper dive to explore the contexts where humanitarian leaders are expected to make decisions, the range of decision-making approaches which exist, and the effectiveness of these approaches in humanitarian crises. The paper draws from existing humanitarian literature and evaluations,

and evidence gathered from the emergency management realm (including fires and public health emergencies). In doing so, it gathers existing knowledge, identifies gaps in understanding and proposes areas for future inquiry.

With respect to results-based protection, the literature review highlights some important points regarding [conceptualizing data and information needs](#) from the design stage and [articulating how data will be collected, analyzed and used](#), as well as the need to break with standard routines and tendencies to centralize decision-making within an organization in order to [work together effectively](#) for a collective outcome. (For insights into strategic collaboration and collective decision-making, [see the USAID 'Inside Out' podcast below](#).)

Building on this research, ALNAP seeks partnerships with organizations who have an interest in better humanitarian decision-making. If you would like further information about this research or would like to get involved, please contact Senior Research Officer Leah Campbell at l.campbell@alnap.org and check out their [Infosheet](#) on the research initiative.



Article: [Every Practitioner a “Knowledge Worker”: Promoting Evaluative Thinking to Enhance Learning and Adaptive Management in International Development](#)

Thomas Archibald, Jane Buckley, Guy Sharrock, and Stacey Young, May 2018

This article promotes practitioners’ evaluative thinking to foster more complexity-aware monitoring and evaluation for learning and adaptive management in complex and dynamic settings. Instead of simply carrying out activities based on predetermined plans or checklists, practitioners can be ‘knowledge workers’ who use evaluative thinking to promote [collaboration, learning, and adaptation](#) in service of achieving outcomes. While article focuses on development workers, its reflections on the practical application and empirical grounding of complexity-aware and learning-focused evaluation are also applicable to protection in humanitarian crises.

Increasingly, actors (Government, NGOs, international organizations) operating in complex environments, are shifting from predominantly linear and reductionist models of change to ones that are more dynamic, reflective, and responsive. This means understanding that humanitarian personnel are ‘knowledge workers’ who should use [reflective practice to collaborate, question assumptions and ways of working, and make real time course corrections](#).



Figure 1. The USAID Collaborating, Learning, and Adapting (CLA) Framework.

The article highlights the experiences of a few organizations implementing evaluative thinking and what this has meant for their organizational culture and ultimately for developing adaptive, innovative, and context-specific solutions. For example, Catholic Relief Services and their Evaluation Capacity Services places strong emphasis on evaluative thinking amongst project stakeholders, or “critical thinking applied in the context of evaluation, motivated by an attitude of inquisitiveness and a belief in the value of evidence, that involves identifying assumptions, posing thoughtful questions, pursuing deeper understanding through reflection and perspective taking, and informing decisions in preparation”.

“In our experience, promoting [evaluative thinking] is a promising practice due to its ability to: support and nurture ‘reflective practitioners who are able and willing to challenge continuously their own assumptions and the assumptions of their colleagues in a constructive way which generates new insights and leads to the development of explicit wisdom’ (Britton, 1998, p. 5); build trust between stakeholders to facilitate collective ‘sensemaking’ (Schwandt); and elevate tacit and experiential local knowledge as a critical complement to “evidence-based” knowledge. In this way, we see evaluative thinking as a way to help development staff and partners demystify theory and practice and restore their sense of purpose, curiosity, and passion for development (Lederach, Neufeldt, & Culbertson, 2007).”

Evaluative thinking requires:

- having a good [understanding of the problem and local contextual environment](#)
- having a good [understanding of the pathways of change \(causal logic\)](#)
- Inquisitiveness and possessing a desire to [continuously test and learn](#) from all levels of staff
- An appetite [to take appropriate risks](#) and [apply learning to make course corrections](#) in their work when needed.

By [aligning interventions with local needs and expressed priorities](#), iteratively testing what works and what does not, and prioritizing learning and feedback loops, evaluative thinking can help development and humanitarian actors undertake continuous analysis, reflection and learning in pursuit of protection outcomes.

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



**EVIDENCE BASE
FOR CLA**

COLLABORATE • LEARN • ADAPT

Podcast: [Meeting Strategically: How to Collaborate, But Not Too Much \(Inside Out Episode 3\)](#)

USAID Learning Lab, 15 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](#). 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 incorporate collaborative learning and adaptation practices into their work.

This podcast episode focuses on what effective collaboration looks like. While collaboration yields many benefits desirable outputs for problem-solving, including “surfacing the things we don’t know”, bringing

different perspectives and capacities to bear, and fostering trust which can live beyond a particular project or initiative, the podcast also highlighted some [pitfalls to 'over-collaboration'](#). Individuals who are the best connected in an organization tend to be the most frequently consulted by other individuals and teams, leading to collaboration fatigue. To avoid burnout, the podcast highlighted several important considerations to make collaboration as light and as meaningful as possible:

- Distinguish between the types of collaborative resources, what we are asking from our colleagues and individuals we are consulting, and what form collaboration takes (moving us beyond meetings). Resources like the [RACI matrix](#) may be useful in helping us articulate responsibilities and time commitments.
- Placing decision-making at lower levels can both empower staff and avoid collaboration fatigue.
- Robust and fruitful collaboration should not be assumed; it takes work and significant investments in time and relationship-building. Collaboration can take multiple forms, be it joint ownership, partnership, coordination, convening, consultation, and information exchange – so it is worth considering expectations and roles of those we are collaborating with from the outset.

For the complete podcast, see [here](#), and for more on strategic collaboration, see [here](#).

3. Sign Up for Results-Based Protection Updates:

This update letter is produced regularly to bring to your attention to materials and events related to results-based protection. 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 to unsubscribe from results-based protection newsletter updates, please contact [Katie Grant](#).