

Dear Colleagues,

In this June Results-Based Protection Update:

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

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1. Results-Based Protection Events



Results-Based Protection Webinar: [Iterative and Adaptive Humanitarian Action: A discussion with ALNAP and Practitioners](#)

InterAction and ALNAP, 12 June 2018



Building on ALNAP's work on [evaluating humanitarian innovation](#) and emerging research on [adaptive humanitarian action](#), this webinar aimed to: explore why adaptive management is important for humanitarian actors; examine supportive conditions and the challenges actors face in trying to adapt in complex and dynamic crises; and identify outcome-oriented methods and ways of working that support continuous reflection and using information gathered to inform more responsive interventions.

Practitioners from Mercy Corps, Geneva Call, and Saferworld reflected on their approaches to iterative learning and adaptation for protection outcomes and discussed cultivating a supportive environment for these approaches. The discussion highlighted several relevant points to results-based protection, including:

- *Unpacking "Adaptiveness"*: In crises characterized by complexity, change, and uncertainty, there is the growing perception that the sector is not sufficiently agile – with external and internal barriers stifling innovation and adaptation. While we may have some systems that allow us to deliver services and products in volatile contexts, there is a need to create systems and approaches that allow us to respond quickly while also adapting regularly. Thinking about the "[site of flexibility](#)" – operational, strategic, or programmatic – may help us better identify prompts for adaptation and determine different ways of working simultaneously.
- *Starting with the perspective of affected populations*: The design of humanitarian responses should start from defining the problem as experienced by affected people. [Context-specific analysis](#) can help us establish [indicators](#) appropriate for measuring changes in the situation and determine the

effectiveness of interventions in the particular context. Panelists reflected on what “good enough” analysis looks like in humanitarian crises and emphasized that analysis should not be a “box-ticking exercise” but continuous practice throughout the intervention.

- *M&E is a critical capacity for adaptiveness*: Those who tend to be most adaptive have processes that [anchor decisions to change in objectives/ design criteria](#). The monitoring and evaluation of humanitarian innovation may offer useful approaches and resources for capturing the “pivots” in programming based on learning and ways to embed [evaluative thinking](#) in program design and implementation (rather than at the end of a project).
 - Suggested resources: ALNAP [papers](#) on M&E of evaluation; HIF’s [New Guide](#) on Innovation Management; [Response Innovation Lab](#); Ian Gray’s “[Theory of Change for Adaptive Management](#)” (tool forthcoming), Saferworld’s Learning Paper [Doing things differently: Rethinking monitoring and evaluation to understand change](#)
- *Adaptiveness requires commitment across the entire organization* – from senior management to human resources, logistics, procurement, fundraising, partnerships, programme management, and M&E. Learning needs to be an explicit priority (not just assumed) which is embedded in programme design and funded. Panelists spoke of how HR can play a critical role in screening, recruiting, and retaining staff who possess the capacities for reflection, analysis, and willingness to embrace different approaches and ways of working. Furthermore, dedicated funding can support an [organizational mindset shift](#) and inculturation of continuous reflection and learning, as well as strengthening internal capacities to facilitate this process.
- *Empowering Field Staff*: Transferring decision-making to the closest point possible can help ensure relevancy to context (while also facilitating timely decision-making and [avoiding “collaboration fatigue”](#)).

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

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

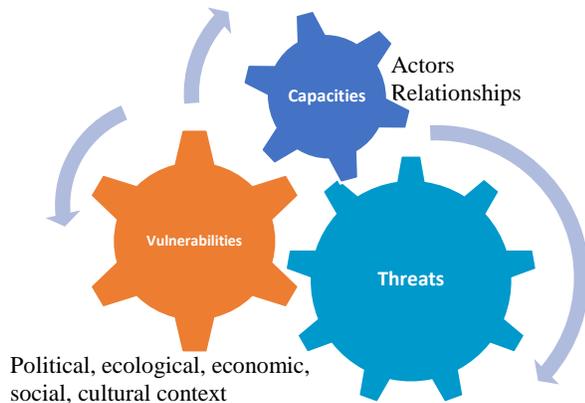


Results-Based Protection Tip Sheet: Iterative Evaluation Practice for Protection (Series)
InterAction, June 2018

The humanitarian community has come under increased pressure to achieve more meaningful results with respect to protection programming and demonstrate outcomes manifested through measurably reduced risk. Despite the challenges of measuring tangible protection outcomes in humanitarian crises,¹ using a results-based approach supports measuring the reduction of risk, and continual adaptation of interventions based on an awareness of changes in risk factors, in support of protection outcomes. This depends on diagnosing risk patterns through context-specific analysis, establishing

¹ Such as insecurity or lack of access, ethical constraints to data collection and experimental approaches, reluctance of affected persons to self-report sensitive protection issues, finite resources (time, financial, human resources) dedicated to analysis, monitoring, and evaluation over program implementation, and breakdown in trust due to politicization or trauma; as cited in Cosgrave, J. & Buchanan-Smith, M. (2013). [Evaluation of Humanitarian Action: Pilot Guide](#).

mechanisms to track and measure changes in the risk environment, and using that analysis to inform relevant strategies. Furthermore, approaching learning and evaluation in an iterative way supports accountability for actions taken and provides a basis for incorporating lessons into future action.²



How can humanitarian actors understand changes in constantly evolving contexts and pivot programming responsively? How can evaluation methods support adaptation in the dynamic settings of humanitarian crises?

There are no easy answers or tailor-made solutions. Evaluating protection outcomes requires [understanding context](#) and grappling with interconnected systems and a diverse range of actors and relationships. Building a nuanced understanding of context entails [use of multiple strategies and methods](#) for data collection and analysis which are grounded in the perspective of the individuals and communities directly affected by the risk. Moreover,

it requires actors to view “failure”, iteration, and adaptation as expected and necessary aspects of problem-solving, rather than a regrettable lapse.³ Standardized checklists, indicators, and evaluation rigidly aligned with the traditional program cycle may not be well-suited to assessing complexity and real-time learning for course correction. However, some common tools you may already have can be adapted for iterative evaluation.

In the coming weeks, InterAction will be releasing a series of “tip sheets” of helpful considerations, resources, and examples of good practice as it relates to cultivating an evaluative mindset and using evaluation to adapt interventions for protective impact. The [first installment of this series](#) of tips focuses on **establishing “evaluability” for protection interventions, defining the purpose and determining the criteria for success.**

As we continue to build our evidence base, we’d love to hear from you and your teams about your experiences with continuous reflection, learning, and adaptation, and the tools and methods that help you do so. How do you approach designing, implementing, monitoring, and evaluating programs in an iterative manner? **Do you have methods, tools, or stories to share? [Let us know!](#)**

Results-Based Protection Tip Sheet: Iterative Evaluation Practice for Protection

InterAction
June 2018

Iterative Evaluation for Protection Tip Sheet #1: Defining the Purpose, Establishing “Evaluability”, and Determining Criteria for “Success”

In this series of tip sheets, InterAction will highlight helpful considerations, resources, and examples of good practice as it relates to cultivating an evaluative mindset and using evaluation to adapt interventions for protective impact. The first installment of this series of tips focuses on establishing “evaluability” for protection interventions, defining the purpose and determining the criteria for success.

What does an iterative and adaptive response look like?

Nature of Complex Issues	Traditional Model of Response	Adaptive Model of Response
Involves a wide variety of stakeholders who both influence – and are influenced by – the situation.	One or a few organizations – usually supported by experts – respond unilaterally (or in a limited coalition) on their own.	Meaningfully engage key stakeholders in all aspects of the problem, developing and implementing responses, including those with lived experience.
The root causes of the issues are multiple, long-term, and deeply embedded in broader systems and culture.	Seek technical “fixes” that address only a few elements of the challenge.	Down in to obtain insight and empathy into the causes and manifestations of the issue and then “zoom out” to identify and address systemic factors that produce the complex situation, including structures, values and behaviors within those systems.
The challenges are context specific, defy cookie-cutter responses, and often change in place, and constantly evolve.	Complete research, seek out best practices and develop and implement a comprehensive, long-term plan.	Continuous scale experimentation, adaptation, and evaluation of responses to reflect diverse contexts, new learnings, and shifts in environment.

Note 1. Traditional vs. Adaptive Model of Response from “Working Together Accountably and Learning in Complex Emergencies: A Field Guide” (InterAction 2017)

Adaptive models of responding to complexity underscore incorporating meaningful learning and evaluation to inform strategic decision-making which is based on contextual developments at various steps in design and implementation, not only at the end of a project or program. Therefore, when planning for evaluations, it is important to:

- 3. DEFINE THE PURPOSE:** For example, are the evaluation findings intended to contribute to the broader evidence base? To inform decision-making aimed at selection, scalability, or termination of programs? To build trust across stakeholders? To ensure accountability to affected populations or to donors? To inform decision-making aimed at improvement? If our purpose relates to the latter – using learning to continuously tweak our responses – approaches like [developmental evaluation](#), [principles-focused evaluation](#), and [appreciative inquiry](#), for example may feed into co-creation, redesign, and learning as we go.

2 See the BetterEvaluation Handbook Framework at http://www.betterevaluation.org/en/evaluation-toolkit_briefing_doc



Podcast: [Constructive Deconstruction: Future Humanitarian Action](#)

Overseas Development Institute Humanitarian Policy Group, May 2018

“Constructive deconstruction: future humanitarian action” is a podcast series exploring ODI’s Humanitarian Policy Group’s two years of research on re-

² See [The Professional Standards for Protection Work](#) (3rd ed.) Chapter 2 “Managing Protection Strategies”

³ Green, D. (2016). [How Change Happens](#). Oxford University Press.

imagining the humanitarian system, using design thinking to look at the humanitarian system through the perspective of the end user.

In the first episode of the three-part series, “The New humanitarian basics”, panelists redefine “humanitarian crisis” and the humanitarian role, and pitches a vision of a whole-of-problem crisis response based on humanitarian principles.

Participants:

- Christina Bennett, Head of Humanitarian Policy Group (HPG), ODI
- Marc DuBois, author, former Executive Director of MSF UK
- Abduraham Sharif, Director of the Somalia NGO Consortium
- Nan Buzard, Head of Innovation, ICRC



Panelists discuss the current state of the humanitarian sector, and the obstacles of rigid and siloes both within and across sectors which overrides the importance of rooting humanitarian response in people’s actual needs and experiences.

Panelists reflect on a vision of the future in which [people and their needs are put in the forefront, and situated within context](#), and where [different types of actors \(across various sectors and disciplines\) are brought together](#) to create an architecture that can respond to the fullness of people’s needs. Technology is creating more and more opportunities for capturing and amplify the voices of people affected by crisis, to [ground interventions in the perspective of people affected by the crisis](#), and ultimately increase agency and ownership.

You can listen to the full podcast, as well as the full podcast series, [here](#).

To learn more about the Humanitarian Policy Group’s research, read [the papers that inspired the podcast series](#), view our [design experiment](#) that reimagined humanitarian action from the perspective of its users and revisit our work on [remaking humanitarian action for the modern era](#).



Webinar: [Nigeria turns purple! Innovative approaches to creating and measuring social norms change: experience from V4C in Nigeria](#)

CPC Learning Network and LINEA, 31 May 2018

This webinar explored the social norms marketing approach used by the *Voices for Change* initiative to inspire young people’s attitudinal and behavior change towards women’s role in household decision-making, women’s leadership, and violence against women and girls in Nigeria. The *Voices for Change* team shared insights around the design of the approach and the monitoring and evaluation system developed to track the audience response to the mass-media communications, changes in attitudes and behaviors throughout the period of implementation, and how the change happened.

Design

The 5-year pilot program, funded by DFID, aimed to build the evidence base around what works in social norms change for gender equality and challenge discrimination against women and girls using mass media approaches to inspire 16-25 year-olds to change attitudes and behaviors. In designing the program, the team wanted invested in [context-specific analysis](#) to understand what resonated with their targeted audience in terms of language, messaging, and style (recognizing that this often varied from state to state, city to urban context). The design team also sought to [utilize their existing](#)

[spaces for information exchange and communication, and the key social influencers](#), and infuse the ideas into those spaces. Informed by analysis of usage and reach, the team selected several mechanisms for disseminating their messages, initially selecting storytelling via radio shows to convey their messaging. They also sought to [work with influential traditional and religious leaders as champions](#), guiding them through personal transformational approaches, and amplifying their voices through radio and television adverts.

Continuous Analysis and Adaptation

With a view to building the evidence base, the pilot invested heavily in [monitoring, evaluation, and continuous learning](#) throughout the implementation period. Continuous monitoring through informal mechanisms such as social media, radio discussion fora, feedback from online academy of participants, and qualitative focus groups helped adapt the messaging to be more resonant to their target audience. Analysis from participant surveys and analytics also helped shift the campaign's strategy when they realized the radio shows were popular but ineffective in conveying the themes of gender equality. This led to the team's decision to change to the "50/50 campaign" to use social media influencers to generate discussions at scale, and more transformative work was concentrated on physical and virtual spaces for self-reflection and personal change. In this way, the [pilot's theory of change and associated indicators needed to be changed](#) a year into the project to achieve their objective.

To read more about the learnings generated from this pilot, [see here](#), and to catch the full webinar, [view the recording here](#).



Article: [Collaboration with criminal organisations in Colombia: an obstacle to economic recovery](#)

Christopher M Hays, Forced Migration Review, June 2018

In Colombia, guerrilla organizations, paramilitary groups, drug cartels, and local mafia and gangs have a dramatic impact on the markets, local economies, and livelihoods of displaced communities. Actors working on economic development with displaced populations have reported direct and indirect collaboration with these groups, on behalf of internally displaced persons (IDPs), impeding efforts to boost economic opportunities through income-generating activities and the pursuit of formal employment.

Through interviews with community leaders and NGO workers across Colombia, this study aimed to unpack how and why many displaced individuals collaborate with armed groups and criminal organizations.

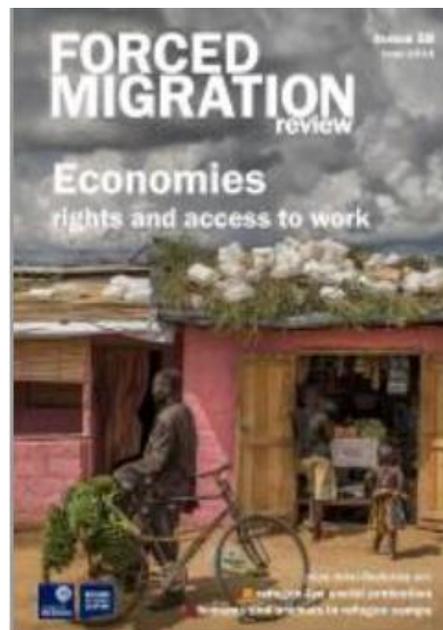
Many are afraid... They feel like ... the best thing that they can do is keep quiet. But there are others to whom this seems like the easiest life, especially given the abandonment by the State... they don't have anyone to protect them, they don't have anyone to hear them, or if someone hears them, they will be denounced [to the criminal groups].” (Social worker outside of Medellin)

The findings were multi-fold – from fear and intimidation, to economic incentives, to feelings of abandonment by the State and armed groups and organized criminal entities filling that void, to reactions to violence perpetrated against them by opposing parties.

If the paramilitaries expelled me, I become an enemy of the paramilitaries and close to the guerrillas. [Or] if the guerrillas were the ones who expelled me, and I am a displaced person and a victim, I end up being part of the paramilitary groups, in pursuit of a justice that the State has not been able to give, in pursuit of a reparation that the State has not been able to provide.” (Interviewee)

The multiplicity of factors at play encouraging displaced persons to collaborate with armed groups or criminal organization requires the [engagement of actors across various sectors and disciplines](#) to address the underlying issues and work in pursuit of economic (and protection) outcomes. The article concludes that as economic calculations are only one aspect of why IDPs may choose to support or assist criminal entities, therefore, efforts to disincentivize collaboration with criminal groups need to take account of other factors likely to be beyond the scope of a typical economic development organization, ultimately necessitating a [Design for Contribution](#) approach.

Please find the full article [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](#).