

Dear Colleagues,

In this August Results-Based Protection Update:

1. Results-Based Protection Tip Sheet

- a. [Results-Based Protection Tip Sheet: Iterative Evaluation Practice for Protection \(Part 3\)](#)

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

- a. [Paper: An Overview of Community Innovation Trends: Design-Based Approaches](#)
- b. [Report: Preparing the ground for better dialogue, better information, better action: learning from preparedness](#)
- c. [Article: The woman who put gender-based violence data on the map](#)

3. Sign Up for Results-Based Protection Updates

1. Results-Based Protection Tip Sheet



Results-Based Protection Tip Sheet: Iterative Evaluation Practice for Protection (Part 3)

InterAction, August 2018

Iterative Evaluation for Protection Tip Sheet #3:

[Creating an Enabling Environment: Resources, Processes, and Organizational Culture](#)

In this series of tip sheets, InterAction highlights helpful considerations, resources, and examples of good practice to cultivate an evaluative mindset and using evaluation to adapt interventions for protective impact. The previous installments in this series of tips focused on [establishing “evaluability” for protection interventions, defining the purpose and determining the criteria for success, and selecting evaluation approaches and methods](#). Iterative evaluation practice requires an enabling environment that supports feedback loops, whereby analysis and recommendations feed into decision-making and programmatic and strategic adaptation. This final tip sheet highlights a few considerations for the resources, processes, and organizational culture which support iterative evaluation for protection.



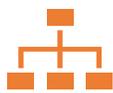
Having an Evaluative Lens in Design and Implementation:

In complex environments, evaluators can add value to program teams by asking evaluative questions, bringing data and logic to the table, and helping teams unpack what results are expected, the contributions of results to desired outcomes, and how to make adaptations based on information at hand. Therefore, teams should consider the resources required for engaging evaluators throughout the response when designing their interventions and securing funds.



Breaking Down Siloes: The link between monitoring and evaluation processes and programs can either facilitate or hinder evidence-informed decision-making and adaptation.

Close physical proximity between M&E and program staff can encourage breaking down organizational siloes, but investing in strengthening the monitoring and evaluative thinking capacities amongst all staff can facilitate a concerted approach for designing for an measuring progress towards outcomes.



Cultivating Champions for Iterative Learning:

To shape a culture, there needs to be commitment and capacity from all levels. This entails leadership which treats collaboration, learning, and adaptation as an organizational priority that is important and valued, and staff that are equipped with the competencies to participate in analysis and empowered to make decisions based on the evidence gathered.¹ Staff should be open to taking risks and implementing different approaches, and managers need freedom to make decisions and mistakes. At all levels, it is important to cultivate champions who have the curiosity, openness, and bravery to try new methods and ways of thinking in pursuit of protection outcomes.



As we continue to build our evidence base, we'd love to hear from you! 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!](#)**

Iterative Evaluation in Practice:

In Sierra Leone, IRC's field teams systematically reviewed the project's progress toward goals, challenges encountered, and identified solutions and best practices in consultation with community stakeholders. These reflection sessions occurred on a weekly and monthly basis, initially established by the field-based project manager as a way to encourage staff to openly reflect upon successes, obstacles, and ways to mitigate problems. The iterative approach to project learning, alongside management's efforts to empower and mentor staff, has created an environment where field staff and the affected population have great ownership over the project.

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



Paper: An Overview of Community Innovation Trends: Design-Based Approaches

Tamarack Institute, June 2018

This paper from the Tamarack Institute explores the current landscape in community innovation trends and focuses on two design-based approaches, Design Thinking and Social Labs, and how their experimental and iterative characteristics may be useful to the practice of "community innovation". These approaches echo several fundamental aspects of results-based protection, and through recognizing the similarities and complementarities in approaches, we may draw on tools and methods used by design-thinkers for collaborative and effective problem-solving for protection.

¹ For some helpful case studies around institutionalizing adaptive management, see IRC and Mercy Corps' report: [ADAPting Aid: Lessons from six case studies](#). (2016)

“These approaches have their roots in the field of design, drawing heavily on Community Engagement, iterative and experimental processes, and encouraging creative collaboration. Importantly, these approaches are often solution-agnostic: they don’t begin with a concept of what a solution will be, but instead provide a framework towards building the solution that best fits the challenge at hand.”

Starting from the perspective of the affected population:

Design-based approaches promote a number of ways to bring diverse perspectives to the table and build a unifying vision, foremostly the perspective of those closest to the problem.

Design thinking is premised on *Empathy* (understanding human perspectives), *Ideation* (generating lots of ideas), and *Experimentation* (testing those ideas in the real world) (IDEO U). By seeking the perspective of the affected population from the initial intervention design, as the strategy is refined, and as the intervention is tested and implemented, design thinkers can help reinforce [continuous context-specific analysis](#) and ensure that communities have a meaningful and creative role in problem-solving, while [establishing feedback loops critical to adapting interventions](#).

Critical Questions for Reflection
(adapted from Innoweave)

- To what extent does your challenge need to be addressed at a systems level?
- To what extent is your challenge complex and multivariate?
- To what extent are you lacking existing models and evidence-based approaches to resolving your challenge?
- To what extent will you need to engage a diversity of perspectives and organizations to resolve your challenge?
- To what extent are you willing to commit time and resources to resolving this challenge?

If you answered on the ‘high’ side of most of these questions, Social Labs will likely be helpful to learn more about as you approach Community Innovation.

Questions for Reflection

- How well do I and my organization know the people who are impacted by our work?
- To what extent does it feel that I and my organization are able to generate creative approaches to our challenges?
- To what extent do I and my organization experiment in safe ways and learn from our mistakes?

If it feels that any of these areas are lacking, Design Thinking will likely be helpful to learn more about as you approach Community Innovation.

Helpful resources include: [empathy maps](#), Stanford d.school’s [tools, methods, and approaches](#), and [The Convivial Toolbox](#) (Sanders and Stappers).

Designing for Contribution: The movement towards Social Labs is premised on the notion that – a) our current ways of working are not effective in addressing our biggest and most challenging social issues, and b) that we need to create infrastructure to support Social research and development if we hope to change those ways of working. The approach entails [bringing together diverse participants, ideally from different sectors, to join in collective problem-solving](#). Moreover, these collaborative efforts are ongoing and not constrained by a tight project timeframe. Social Labs are concentrated on systemic issues and addressing root causes of complex problems over quick or symptomatic fixes. Methods like [systems mapping](#) help social lab members visualize the complex web of interactions which occur within a system and potential entry points for where actors may be able to effect change. [Asset mapping](#) can also help reveal the resources that can be tapped into by the collective. to affect change.

The full paper is available, [here](#).



Report: Preparing the ground for better dialogue, better information, better action: learning from preparedness

CDAC Network & World Vision UK, May 2018

In humanitarian crises, people need the right information, at the right time and in the right language, to make potentially life-saving decisions. In recent years, humanitarians have established specialist working groups or inter-agency initiatives with a specific focus on [communication with affected communities](#). The Disasters and Emergencies Preparedness Programme (DEPP) and CDAC, funded by the UK Department for International Development, looked at building preparedness capacity among humanitarian practitioners to strengthen national preparedness capacity for communication and community engagement while also building the operational response capacity. This report distills the good practice and learning gleaned from the 3-years of implementation in Bangladesh, South Sudan, and the Philippines, on methods for engaging communities and collaborative platforms for working toward this end. It also highlights tools and resources for communicating with communities that have been developed along the way.

Shongjog, the working group in Bangladesh has blazed a trail for others to follow by embedding communication and community engagement in the Rohingya refugee response and recent floods in a way that has never been seen before. The group has successfully launched vital resources like the [message library](#) and built a network of radio journalists and volunteers ready to issue life-saving information to communities when needed. The working group in the Philippines is also pioneering high standards in communication and community engagement. One of the group's successes is the innovative partnership it formed with the [private sector](#). Consequently, humanitarian actors are now participating in response simulation exercises with private sector actors. South Sudan has proved to be more of a test environment than an established working groups because of the fragile ongoing security situation and related coordination challenges.

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



Article: The woman who put gender-based violence data on the map
Kelli Rogers, 15 August 2018

This article profiles, Henriette Jansen, a pioneering figure in the world of measuring violence against women. As she reflects of her experience in data collection and analysis of violence against women (VAW), the interview highlights several touchstones to RBP:

Engaging key stakeholders from design stages: To ensure that the data generated would be used by its target audience (in this case, Government stakeholders) Jansen reflected on how vital it was for her teams to [engage and educate the end users of the information from the beginning of the process](#) so that they could understand the methodology, interact with the data, and trust the final results.

Participatory methods for data collection and analysis: Jansen reflects on how her team's thinking shifted from "we need to collect this data" to "we need to make sure that it's [data collection] being done properly

and safely and participatory and in a way that's really being used," emphasizing [ensuring the methods we use to collect data are suited to grounding analysis in the perspective of affected populations](#).

Equipping data collection teams with the competencies to collect data in a principled and effective way:

The key component of getting good data, she said, is [having the right interviewers with the right skills](#), who "know how to give the gift of a listening ear and open heart to get a gift in return. And that is often a story that a woman will never tell to anybody else."

Read the full piece, [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](#).