Results-Based Protection

InterAction

Dear Colleagues,

In this July Results-Based Protection Update:

1. **Results-Based Protection Video**

    a. **RBP Video [Now available in Arabic, French, Spanish, and with English Translations]**: *Problem-solving for protection in humanitarian crises*

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

    a. **Results-Based Protection Tip Sheet:** *Iterative Evaluation Practice for Protection (Part 2)*

    b. **Blog**: *Using SNA to quantify and visualise relationships of power and influence in advocacy networks*

    c. **Resource**: *Tips to Adaptively Manage in Dynamic Contexts*

3. **Sign Up for Results-Based Protection Updates**

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1. Results-Based Protection Video

InterAction
A UNITED VOICE FOR GLOBAL CHANGE

Results-Based Protection Video: Problem-solving for Protection in humanitarian crises

InterAction, July 2018

Now available in Arabic, French, and Spanish:
Problem-solving for protection in humanitarian crises

How do we know if our interventions work to reduce the risks that people experience in humanitarian crises?

Check out InterAction's video [**now available in Arabic, French, Spanish, and with English subtitles**] about the key elements of **results-based protection (RBP)** to mitigate threats, reduce vulnerabilities, and enhance capacities while promoting stronger collaboration and complementarity among relevant actors for protection outcomes.

Looking for more on results-based protection in practice?
Learn more and explore our online repository of reports, tools, and other helpful resources at
protection.interaction.org

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

Results-Based Protection Tip Sheet: Iterative Evaluation Practice for Protection (Part 2)
InterAction, June 2018

Iterative Evaluation for Protection Tip Sheet #2:
SELECTING OUR EVALUATION APPROACHES AND METHODS

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 first installment of this series of tips focused on **establishing "evaluability" for protection interventions, defining the purpose and determining the criteria for success**. This tip sheet outlines the next stages in the process – from refining our evaluation questions to considering which methods and approaches can help us learn and adapt in an iterative way.

1. As we **SPECIFY THE EVALUATION QUESTIONS,** it is useful to consider:

- Does the intervention respond to a clear need?
- What are we learning about the problem, systems, and relationships in which our work is embedded?
- What are the principles that guide our behavior? Are they meaningful? Adhered to? Leading to desired results?
- To what extent is the intervention/ strategy producing unintended results?

Asking these types of questions can help us cultivate outcome-oriented habits (*or evaluative thinking*) which reinforce evaluation and learning as an iterative process rather than a one-off exercise in the program cycle.

> *"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'; build trust between stakeholders to facilitate collective 'sensemaking'; and elevate tacit and*

experiential local knowledge as a critical complement to 'evidence-based' knowledge." (Archibald, Sharrock, Buckley, & Young, 2018)

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.

2. SELECTING OUR EVALUATION APPROACHES AND METHODS: For any evaluation, you'll need a combination of evaluations approaches and methods for different aspects of the evaluation, from collecting data, analyzing data, reporting findings, to making decisions about the evaluation. Ideally, the richer the menu of options, the better equipped the evaluator is to come up with a design and specific tools that can make protection work more responsive to diverse and complex contextual environment and to prevailing data and environmental constraints.[1]

Want to learn how other organizations are using evaluation methods to support adaptation? Check out our webinar to listen to practitioners from Mercy Corps, Geneva Call, and Saferworld reflect on their approaches to continuous learning and adaptation for protection outcomes.

A non-exhaustive list of approaches for evaluating protection could include:

Appreciative Inquiry	Innovation History
Causal Link Monitoring	Outcome Harvesting
Collaborative Outcomes Reporting	Outcome Mapping
Developmental Evaluation	Principles-focused Evaluation
Empowerment Evaluation	Utilization-focused Evaluation

Results-based methods are characterized by a high degree of flexibility and engagement of multiple actors, *especially affected people themselves,* playing a meaningful and creative role in informing and shaping the response. For helpful methods which may be incorporated in each approach, see guidance on Facilitating Intentional Group Learning and Stanford d.school's Design Thinking Bootcamp Bootleg.

Aside from primary learning objectives, results-based methods have secondary benefits which may include developing or strengthening relationships through building group cohesion, norms, trust, and collaboration. Others may strengthen data analysis, active listening, critical thinking, etc.

Iterative Evaluation in Practice:
Oxfam's use of outcome mapping in their Community Protection Program in DRC[2]

In DRC, Oxfam used the outcome mapping methodology to look at changes they would expect and hope to see in community protection structures, in community members, and in local authorities. The process helped identify project milestones–such as: increase in confidence of community protection structures;

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[1] For more on "evaluability" of protection and components of a causal intervention logic, see ALNAP's Evaluating protection in humanitarian action: Issues and challenges

[2] See Oxfam's Outcome Mapping Presentation, 2015 Results-Based Protection Practitioners' Roundtable, and related blog post.

improvement in structures' reactions when approached with an abuse; improvement in approaches to undertaking a risk analysis; and improvement in authorities' participation in working sessions. Through continuous monitoring and outcome harvesting, the team was able to collect evidence of what had been achieved and work backwards to determine whether and how the intervention contributed to the change. Team members then captured this learning in an activity/result log which was continuously updated and used to inform advocacy actions.

The next installment of this series will explore the resources, processes, and organizational culture required to **create an enabling environment for iterative evaluation practice**. 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!**

AEA365

Blog: *Using SNA to quantify and visualise relationships of power and influence in advocacy networks*

AEA 365 Blog, Barbara Klugman, 5 June 2018

In this blog post, evaluator Barbara Klugman, discusses how social network analysis (SNA) can be a useful results-based method in pursuit of outcomes. SNA can help identify:
- how connected different types of advocacy organizations are to each other;
- what roles they play in relation to each other such as information exchange, partnering for litigation, driving a campaign, or linking separate networks;
- if and how their positioning changes over time in terms of relative influence in the network.

The post illustrates how one South African NGO is using SNA to map its information network its role and influence in its field. As depicted in the visual, each circle is an organization, sized by the number of organizations who indicated "we go to this organization for information". The analysis revealed that of the 55 groups advocating for food sovereignty in the region who responded, the target organization of the evaluation is the main bridge between South African groups and others in the region. It is also a primary information provider to the whole group alongside a few international NGOs and a few African regional organizations.
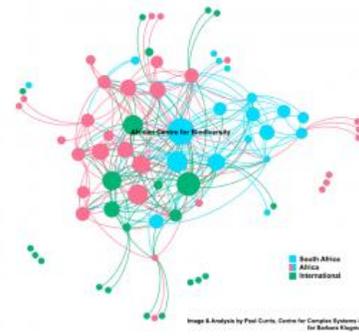
While the post focuses on SNA's utility for advocacy purposes, it also seems particularly pertinent to evaluating meaningful communication and engagement with communities, and thereby help identify entry points, engage different stakeholders, and develop strategies for two-way information exchange.

For the complete blog post, see here.

Resource: Tips to Adaptively Manage in Dynamic Contexts

USAID, David Jacobstein, 13 July 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.) This note from USAID collects a few tips targeted at those funding and managing projects/partnerships for how to proactively cultivate an environment that enables CLA to flourish.

Key take-aways include:

Foster a sense of teamwork and partnership, rather than traditional donor/recipient power dynamics. In any good partnership, *all partners are invested in the shared outcome*, and each partner brings distinctive value-added to the effort. It is important to recognize and appreciate this shared investment in the desired outcome and what partners bring to bear. Much social change programming and complex problem-solving is more akin to supporting a long-term movement for change rather than service delivery, and so a "movement mentality" can be useful to underscore how complex problem-solving requires the contributions of a range of different actors.

Trust needs to be constantly fostered. Invest time in getting to know your partners and other key stakeholders and learn their background and motivations for collaborating on the issue or challenge you're tackling. For donors and those managing partnerships, demonstrate why you personally care about these issues, and encourage those carrying out the project to see you as a committed partner.

Model curiosity and sensitivity about the context and how it is shifting.
Embrace that there will be contextual changes over the life of an intervention, and that that all cannot be known in advance. When you project the sense that the problem we're helping to tackle is first and foremost a collective one, and that resources can catalyze or accelerate meaningful change, but not cause or control it, you help to reinforce trust and set up management conversations that focus on adapting for the desired results, grounded in the realities of the situation on the ground.

Agree upon structure and timeline (and/or trigger points) for discussion on adapting From the outset of a project, it is important to identify trigger points for reviewing and reflecting on how the intervention is making progress towards the stated objectives. Where a set workplan structure for learning about shifts in context is aligned with a sense of teamwork, it greatly facilitates using data together.

For the full post, 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.