

Results-Based Protection



DECEMBER 2018 UPDATE

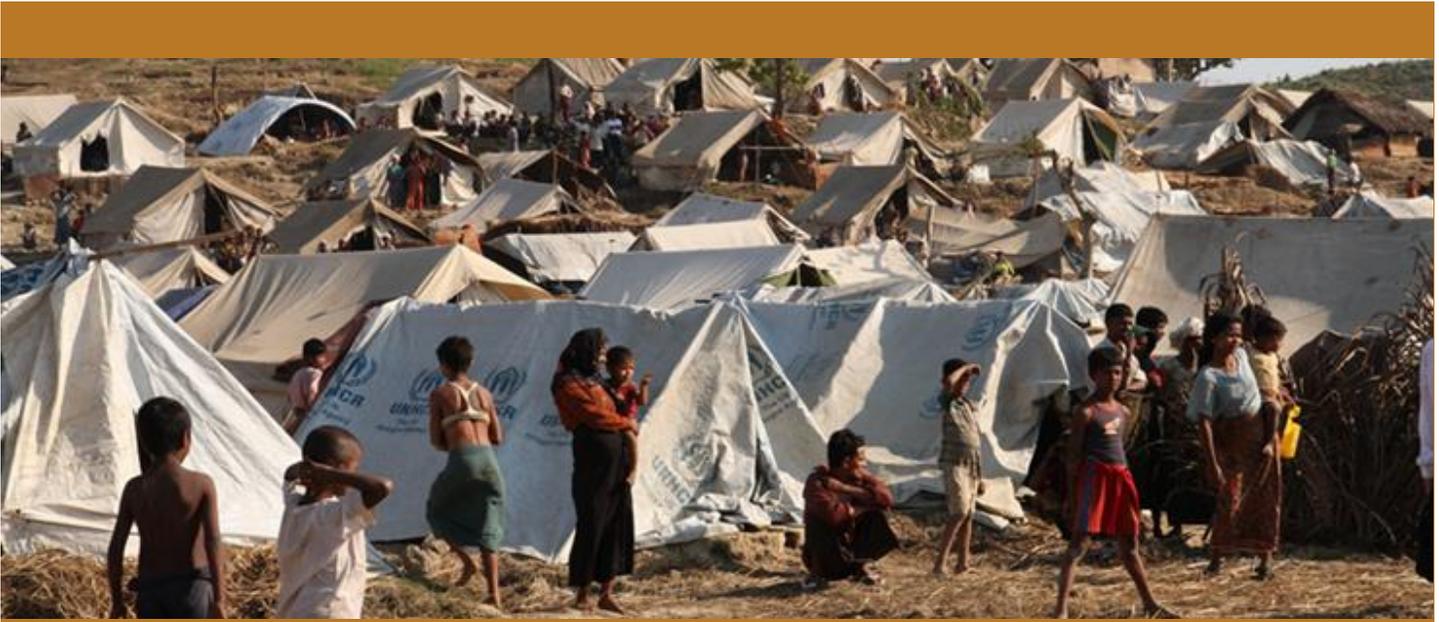


Photo courtesy of DFID - UK Department for International Development, 2012

Report

[Data-Driven Protection](#) by Lauren Spink (CIVIC)

Manual

[Field Manual on Frontline Humanitarian Negotiation](#) by Centre of Competence on Humanitarian Negotiation (CCHN) Page 2

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[From Voices to Choices: Expanding crisis-affected people's influence over aid decisions](#) by M. Maietta et al. (IARAN)

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[The Listening Project](#) by M. Anderson, D. Brown, and I. Jean Page 3

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[Dynamic gridlock: Adaptive Humanitarian Action in the Democratic Republic of Congo](#) by Alice Obrecht (ALNAP)

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UPCOMING EVENTS

19-20 March, 2019: Training organized by the Tamarack Institute: [Collective Impact: Leading theory to action](#)

Date TBD: Webinar with ALNAP, hosted by InterAction, following publication of ALNAP's new guide [Evaluation of Protection in Humanitarian Action](#)

Photo courtesy of Martin Heigan, 2008

Data-Driven Protection: Linking Threat Analysis to Planning in UN Peacekeeping Operations

Click [here](#) to read the full report.

As key protection and security actors, the ability of the UN Peacekeeping Missions in South Sudan and the DRC to conduct continuous, context-specific risk analysis, and use this data to inform activities and decision-making, is crucial to their success.

“Having a clear and comprehensive picture of threats enables peacekeeping missions to achieve their mandated goals, including the protection of civilians.” (pg.2)

Based on empirical research, Lauren Spink, Senior Researcher on Peacekeeping at the Centre for Civilians in Conflict (CIVIC), wrote the report *Data-Driven Protection: Linking Threat Analysis to planning in UN Peacekeeping Operations*. The report outlines systemic and structural challenges that the UN Peacekeeping Missions in South Sudan and the DRC are facing in relation to information collection and analysis, and using the information effectively; their efforts to overcome these challenges; and recommendations aimed at UN Member States, the UN Secretariat, and to UN Peacekeeping Missions in-country to address gaps.

CIVIC found that UNMISS and MONUSCO’s data management systems are not efficiently adapted to storing various data on threats in order to produce useful analysis and inform action. Where threat analysis is ongoing, the information is not always made available to the relevant staff for operational planning and decision-making. These challenges are partly due to the fact that UN Peacekeeping troops often do not have the appropriate language skills or analytical training when deployed. In addition to budget reductions in recent years, the recruitment of civilians for Peacekeeping missions is generally a long process (9 to 12 months) meaning some key positions are left empty for long periods of time.

“Analysis, coordination and planning tools must evolve to reflect the high-threat environments where missions are now deployed ...” (pg.3)

CIVIC recommends that the head of UNMISS and MONUSCO ensure that there is a solid foundation of information on threats civilians are facing and that it is clearly articulated how information will be collected and used to inform activities. Emphasis is put on flexibility and ability of the missions to adapt based on changing environments and threats, consistent with results-based approaches to protection.

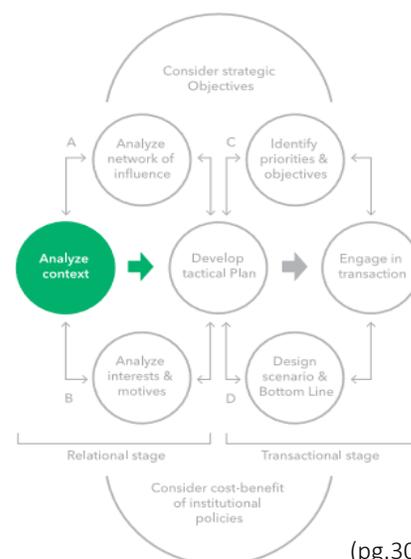
CCHN Field Manual on Frontline Humanitarian Negotiation

Click [here](#) to read the manual.

The Centre of Competence on Humanitarian Negotiation published the manual on Frontline Humanitarian Negotiation in December 2018. The manual is aimed at frontline negotiators, their support teams, and mandators.

The only one of its kind, the manual provides the conceptual structures to facilitate systematic negotiation techniques, including tools and methods for critical context-specific analysis.

“Analyzing a context through a negotiation lens means integrating the counterparts’ subjective perspectives into the equation, fully understanding that their vision of reality is an important building block of the relationship.” (pg.31).



(pg.30)

From Voices to Choices: Expanding crisis-affected people's influence over aid decisions: An outlook to 2040

Click [here](#) to read the full report.

Results-Based Protection aims to put the crisis-affected population at the center of analysis: detailed understanding of the risk patterns people experience, as far as possible from their own experience, should be the basis for targeted efforts to reduce risk. However, it is acknowledged that meaningful engagement and participation with the crisis-affected population is often a challenge, and organizations often rely more on tokenistic consultations at select moments throughout project implementation.

Despite a recognition and acknowledgement within the formal humanitarian sector over the past few decades that crisis-affected people should play a central role in decision-making around aid, evidence shows that people feel left out and unable to meaningfully participate. IARAN's report *From Voices to Choices: Expanding crisis-affected people's influence over aid decisions: An outlook to 2040*, by Michel Maietta, Eilidh Kennedy, Tyler Rundel, Amy Keith, Arnaud Bastin, and Vicky Watt-Smith, posits that the formal humanitarian sector has prevailing interests, certain incentives, and a particular worldview that limit crisis-affected people's influence over decisions.

“The future relevance of formal humanitarian actors will be determined by how they harness new relationships and incentives to engage with local actors and expand the choices of people affected by crisis.” (pg.8)

The report unpacks internal and external inertias that have kept the formal humanitarian system from meaningfully engaging with and including crisis-affected people in decision-making. Internal inertias include the existing power and incentive structure, donor interests and priorities, risk-averseness, bureaucratic systems, and the prevailing “worldview” of humanitarian staff. External inertia include technology, youth and education, environmental change, international migration, the changing nature of conflict, and the resurgence of nationalism.

Recommendations for humanitarian actors include: redefining growth to mean bigger networks, including South-North partnerships and consortia; countering the pro-Western bias in hiring staff; working with and supporting local actors to develop funding streams that are not reliant on donor governments; and challenging the dominant worldview and power dynamics that currently underpin humanitarian action.

From Voices to Choices

Expanding crisis-affected people's influence over aid decisions
An outlook to 2040



Related Resource

Time to Listen: Hearing People on the Receiving End of International Aid

The Listening Project

Mary B. Anderson, Dayna Brown, and Isabella Jean initiated “The Listening Project” in 2005 as part of a CDA Collaborative Learning Project to collect the experiences of aid recipients around the world with the goal to increase understanding of their expectations and realities.

Results from more than 6,000 people interviewed indicate that the majority believe aid to be generally good, but the implementation of said aid to be increasingly bad.

“Almost every interview began along the lines of: ‘We very much appreciate the assistance...but...’” This was generally followed by an explanation of growing aid dependency or feeling of powerlessness.

A recurring suggestion was for humanitarian actors to increase meaningful consultation with locals and deepen their understanding of local cultural contexts and social dynamics before intervening in a context.

Dynamic gridlock: Adaptive Humanitarian Action in the Democratic Republic of Congo

Click [here](#) to read the full report.



As part of their work on adaptive management, ALNAP (written by Alice Obrecht) published the first of two expected case studies in 2018: *Dynamic gridlock: Adaptive Humanitarian Action in the Democratic Republic of Congo*. A second case study is expected to be published in 2019.

“Adaptive programming and management is about finding the right solution for the right people at the right time and in the right way, amid continuous change” (pg.6)

The report is based on a review of 34 evaluations and reports and interviews with 44 informants across various sectors in the DRC. The DRC is a great example of the need for adaptiveness in humanitarian response: the context is described as both continuously changing, yet, in many respects, remaining the same over the past twenty years. The cyclical nature of conflict and recurring “flare-ups” make it necessary for organizations to constantly shift from emergency response, to “transitional”, to early recovery activities and back.

Research indicates that adaptations take place either at the operational level (change in where or to whom humanitarian actors deliver services), programmatic level (change in activity), or at the strategic level (change in broader role or function) (pg.12).

Eight specific barriers are cited that limit organizations’ ability to adapt, including a lack of investment and incentive for problem-solving and adaptive learning, rigid donor contracts, short-term program timelines, and lack of strong analysis and input from affected people in response design, among others.

“When this did happen [*strong analysis*], data on programme performance focused on outputs instead of outcomes, and did not lead to fast decisions.” (pg.41)

The report notes that a few organizations produce strong context analyses, but almost none are able to routinely update the analysis. Results-Based approaches to Protection highlight the importance of continuous, context-specific analysis and outcome-oriented goals in order to achieve meaningful and measurable results.

Related Resources

1. In December 2018, ALNAP released the [State of the Humanitarian System 2018](#) report.

The report notes many improvements and positive aspects of humanitarian action, however, evidence suggests that organizations continue to struggle with [adapting response to specific contexts](#).

2. This blogpost, [“How is the humanitarian system performing? 10 key questions”](#) summarizes critical questions and responses explored in the report.
3. [These videos explore the question: “Will the humanitarian system change, or be changed?”](#)

Results-Based Protection updates are produced regularly to share materials and events related to RBP with InterAction's members and partners. To sign-up to receive future updates, click [here](#) and submit your name and e-mail.



Previous updates are available on the [Resources section](#) of the RBP website.



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