



MindShift

A Collection of Examples that Promote
Protection Outcomes



A RESULTS-BASED PROTECTION INITIATIVE



Photo by Abdul Wahab

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Photo by Alamsyah Rauf

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InterAction would like to thank all of the organizations who shared their examples of results-based protection in practice with our team. This resource would not have been possible without your willingness to experiment, explore new and innovative ways of working, and go against the typical way of working. We would also like to thank the Swedish International Development Cooperation Agency (Sida) for providing financial support to document emerging examples of results-based protection.

Cover Photo By
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Photo by
Sirsendu Gayen

What is InterAction?

InterAction is a convener, thought leader, and voice for international nongovernmental organizations working to eliminate extreme poverty, strengthen human rights and citizen participation, safeguard a sustainable planet, promote peace, and ensure dignity for all people.

Our Members are premier international global development, humanitarian, and sector-supporting organizations that work in almost every country around the globe and manage more than \$15 billion in programs worldwide.

The work on results-based protection sits within InterAction's Humanitarian Policy and Practice (HPP) Team and is currently funded by the Swedish International Development Cooperation Agency (Sida). This collection of case examples of results-based approaches to protection has been made possible because of Sida's generous support and their commitment within humanitarian action to promote results-based approaches to achieve protection outcomes.

Learn more about InterAction at [InterAction.org](https://www.interaction.org) and about the Protection Team's work on Results-Based Protection at <https://protection.interaction.org> and join us in making the world a more peaceful, just, and prosperous place—together.

Introduction

Welcome to InterAction's collection of practical examples of Results-Based Protection (RBP) from around the world! We are glad you are here and hope you find these case examples enlightening and useful in your work to reduce risks experienced by populations affected by crises worldwide.

What is Results-Based Protection?

Results-Based Protection is a framework that uses a problem-solving approach to address complexity and the ever-changing environment that surrounds protection issues in humanitarian action. The approach helps actors achieve protection outcomes, or reduced risk that people face in humanitarian crises. It underscores the importance of starting from the perspective of those experiencing violence, coercion, and deliberate deprivation, and embraces aspects of systems-practice, design-thinking, and other comparable methods that emphasize iteration, adaptability, relationships, interconnectedness, and strategic collaboration to achieve protection outcomes. Achieving protection outcomes requires new ways of thinking and designing programs in order to measure results aimed at reducing risk.

The framework includes three key elements, each of which is taken as essential to achieving protection outcomes. These elements are comprised of various approaches, methods, tools, and practices that support protection results and outcomes:

1 Continuous, context-specific protection

analysis: risk patterns should be examined in their specific contexts, including their specific historic, political, socio-economic, and linguistic realities at the local, regional, and national level. This analysis should start from the perspective of affected communities, be comprehensive and updated regularly based on new information and changing dynamics.

2 Multi-Disciplinary Strategies: most protection concerns require more than one actor for effective problem-solving. To achieve a protection outcome, each actor needs to be aware of their role and responsibility toward meeting the outcome and design their intervention in relation to their specific strengths and contribution.

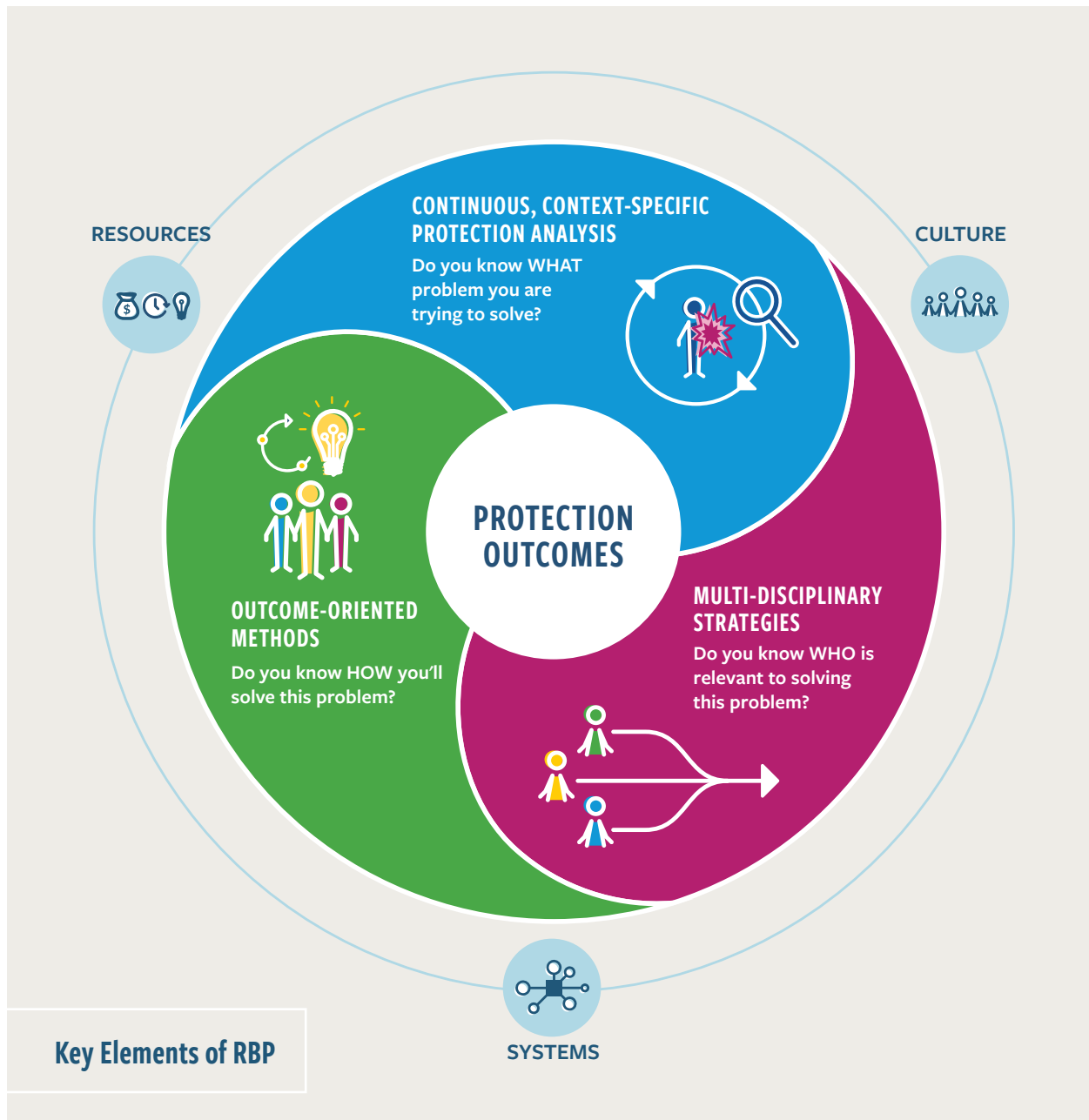
3 Outcome-oriented methods: humanitarian action should be based on a clear causal logic with the goal of measurable reduction in risk. Methods that help navigate complexity are encouraged. Methods such as outcome mapping, systems-thinking, design thinking, and foresight analysis can be used to help define how to go about changing behavior, attitude, knowledge, policy, and practice for protection outcomes.

To support the adoption of the key elements, organizational culture, systems, and resources can either enable or block a shift toward results-based protection practices. Therefore, key to embracing results-based protection is also fostering and strengthening the enablers that can help us achieve protection outcomes.

The diagram on the next page illustrates how these key elements and enablers work together to support the overarching goal of reducing risk.



Photo by Chinmoy Biswas



Since 2012, InterAction has worked with numerous practitioners, protection specialists, and other actors to identify the key elements that make up successful protection interventions that achieve risk reduction.

Each case example in this collection demonstrates efforts by actors to embrace one or more of the Key Elements. Many of them represent “works in progress,” meaning those involved are committed to working in a results-based way and are actively experimenting with new, innovative, and outcome-oriented approaches and ways of thinking. When browsing through the collection, you will also notice that there are not an infinite number of case examples and that, among those presented here, there is a strong focus on Key Element #1—continuous, context-specific protection analysis.



RBP KEY ELEMENT #1

**Continuous,
context-specific
protection analysis**

InterAction’s team, since 2012, has observed a noticeable shift in the humanitarian community’s shared understanding and emphasis on doing better protection analysis. Related language is now featured in key protection policy and guidance documents, including the [IASC Policy on Protection in Humanitarian Action \(2016\)](#), the [GPC Provisional Guidance Note on Humanitarian Country Team Protection Strategies \(2016\)](#), and the [Professional Standards for Protection Work \(3rd Edition, 2018\)](#).

Over the past few years, NGOs and other actors have begun grappling with what it means to actually

do this within their programs. Similarly, donors are asking themselves how to better fund and support organizations to undertake quality protection analysis on a continuous basis. Given the momentum among the humanitarian community to improve protection analysis, the focus by actors to improve protection analysis is not surprising and is why this collection highlights several examples.

Many of the examples in this collection—including Mercy Corps' use of a dedicated context analysis, WeWorld-GVC's community protection approach to analysis and programming, and Danish Refugee Council's efforts to develop a tool for participative protection analysis and prioritization—showcase this newfound emphasis on continuous protection analysis. They also underscore that in doing analysis, contextualization is key—which protection risks exist and how those risks manifest themselves is different from context to context, and our humanitarian analysis toolbox of methods needs to be adaptable.

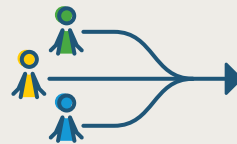


RBP KEY ELEMENT #3

Outcome-Oriented Methods

Other examples that you will see in this collection include organizations demonstrating the use of outcome-oriented ways of working (Key Element #3), for example, CIVIC's use of Results Journals. Organizations are still experimenting with what works and what methods are best to achieve protection outcomes. While we showcase a few, we anticipate more examples coming forward in the future that embrace methods such as the use of outcome-mapping, most significant change

methods or other evaluation methods focused on measuring protection outcomes.



RBP KEY ELEMENT #2

Multi-Disciplinary Strategies

One of the more challenging examples to document has been demonstrating what multi-disciplinary strategies (Key Element #2) looks like in practice. New efforts are underway to better articulate what it means to achieve the Centrality of Protection, for example, or how humanitarians can better collaborate and work with other disciplines, including development and peacebuilding actors, to achieve protection outcomes. There are some emerging lessons and tips that we can use in some of the examples we share, but there is still a lot to learn and experiment with as we design more strategies that require multiple actors to engage.

Finally, one aspect of RBP that remains a challenge is the measurement of risk reduction. This gap in know-how, coupled with very volatile humanitarian contexts, makes it hard for humanitarians to know whether they've actually reduced risk. There is a need to apply and adapt new modalities for measuring protection outcomes. Learning from the development context, we can adapt methods such as outcome harvesting or most significant change methodologies to be better suited for the humanitarian context. New initiatives are launching that will explore and pilot some of these new ways to measure protection outcomes, including one of the most challenging protection issues—Gender-Based Violence. The recent launch of the results-based Evaluation Framework to measure GBV

Prevention (GBV PEF) is one such opportunity that holds significant promise to encourage humanitarian actors to apply more results-based approaches to measurement. Currently in the pilot phase, we expect to see learning begin to emerge so we can better understand how the use of outcome-oriented measurement tools support the achievement of GBV prevention outcomes. While this collection of examples does not highlight effective methods for measurement, it is an area we will be documenting more and more in the coming year. What we do know is that starting from a thorough understanding of how you plan to measure protection outcomes can also be an effective starting point for the design of strong protection analysis and program strategies (see ALNAP's [Guidebook on Evaluation of Protection in Humanitarian Action, 2018](#)).

In the coming years, InterAction will continue to document examples of organizations doing continuous, context-specific protection analysis and also proactively seek out examples of actors who are experimenting with outcome-oriented methods, multi-disciplinary strategies, and how to measure protection outcomes so that we can learn and share these with others. If you have a case example that you would like to share with us, please contact Keri Baughman, Senior Coordinator–Protection, at kbaughman@interaction.org. We encourage you and your peers to participate in documentation efforts and help us build the growing evidence base for what works in achieving protection outcomes!

We thank you for joining us on this journey to tackle the most challenging protection issues affecting those living in humanitarian crises.

**Our warmest regards,
InterAction's Protection Team**



Embracing Two or More Key Elements of Results-Based Protection

Good protection work is about achieving outcomes—reducing the risks of violence, coercion, and deliberate deprivation that people face.



Photo by Fareeha Amir

About This Section

In this section, you will find a collection of examples, including the winner of the Results-Based Protection Contest, that embrace two or more key elements of results-based protection: Continuous context-specific protection analysis, Multi-disciplinary strategies, and Outcome-oriented methods. They also demonstrate certain enablers of organizational culture, systems, and resources that support efforts to adopt the key elements.

The enablers to achieve protection outcomes are just as important as the elements themselves.

Culture is the collective values, beliefs, and principles of an organization. It shapes the way employees behave among themselves and with people outside the organization.

The various **systems and processes** that characterize an organization and the wider humanitarian community can enable or block the achievement of protection outcomes. Iterative and adaptive processes that stimulate creative problem solving to achieve protection outcomes are key to solving complex protection problems.

Finally, results-based protection requires actors to **purposefully manage and leverage financial, human, material, social, and emotional resources** to effectively reduce protection risk for people in crises.

You don't need huge investments in resources to support results-based protection.

Adopt some practices now and build toward more enabling resources.

A few characteristics of organizational culture, systems, and resources that support results-based protection include:

➔ Organizational Culture

- An environment that values collaborative action and creative problem-solving
- Flexibility to change plans based on contextual changes and program learning
- Investing in learning—capturing, absorbing, and using it
- Participatory, human-centered programming approaches

➔ Systems

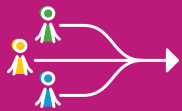
- Monitoring, evaluation, accountability, and learning (MEAL) systems are part of program design from the start
- Human resource systems and policies prioritize reflection, analytical thinking, and cross-team collaboration
- Hiring values the importance of soft skills as much as technical skills
- Processes are iterative and adaptive

➔ Resources

- The organization allocates staff time and budgets for continuous protection analysis
- Donors support multi-year funding cycles
- There is sufficient budget and time to build relationships and trust with affected communities and other stakeholders



Photo by Alamsyah Rauf



Embracing all the Key Elements of Results-Based Protection to Reduce Risk Experienced by the Palestinian Population: WeWorld–GVC's Community Protection Approach



Photo by David Snyder

The restrictions imposed by Israeli authorities to access water resources for the Palestinian population deprived them of their human rights to sufficient, safe, acceptable, physically accessible, and affordable water and sanitation, consequently undermining their livelihood activities. Faced with a unique situation, humanitarians knew they needed to identify a way to disrupt this pattern of harm. WeWorld Community Protection Approach (CPA) helped to do just that.

Through analysis and engagement with the affected population, humanitarians identified a gap in legal processes for those affected—and the inability of Palestinian authorities to respond—when Israeli authorities demolish a water point due to lack of dedicated funds and other shortcomings. Thus, community members proposed targeting the Palestinian authorities to change behavior, attitudes, beliefs,

WeWorld–GVC's Community Protection Approach won First Place in InterAction's 2020 Results-Based Protection Good Practice Contest.



★ **RBP POINT:** Meaningfully engaging the affected population to tease out the nuance of risks and suggestions on how they can be reduced.

★ **RBP POINT:** Examples of intermediate results—changes in behavior, attitudes, beliefs, etc.—that can lead to reduced risk overall.

★ **RBP POINT:** Building communities' capacities to directly engage and advocate with authorities for protection outcomes.

etc., to help reduce the risk their communities face or, at the very least, increase their capacity to deal with it when it does occur.

As a result of efforts to address the deliberate deprivation, including direct dialogue sessions between the affected community and specific Palestinian authorities, facilitated by a consortium of NGOs, Palestinian authorities have since changed their behavior in several ways, including by:

- Allocating a budget to be able to respond when water points are demolished by Israeli authorities.
- Increasing the ministerial budget for lawyers who deal with related issues and looping them into the legal support process provided by the U.N. clusters' Legal Task Force. The population has better relationships with these lawyers and thus more confidence in working with them to bring legal cases against Israeli authorities.
- Establishing mechanisms for communities to seek rehabilitation and support from authorities for damaged water infrastructure.

In some instances, the communities now discuss their own Protection Response Plans (PRP) directly with relevant Palestinian authorities.

This case example presents WeWorld–GVC's outcome-oriented approach to protection—a Community Protection Approach. The methodology embraces all three key elements of results-based protection by embedding a solid protection analysis that starts from the perspective of the population into their approach to inform and effectively facilitate multi-disciplinary strategies by relevant actors to achieve results and protection outcomes.

What is the Community Protection Approach (CPA)?

The CPA is a collection of tools and methodologies used to produce analysis, starting from the perspective of the affected population. This information is fed into an interactive dashboard that, in turn, facilitates multi-sectoral and multi-disciplinary strategies.

Who is using the CPA?

The CPA is currently being used by many NGOs and other actors in several country contexts. In the oPt, for example, a DG–ECHO-funded Consortium comprising

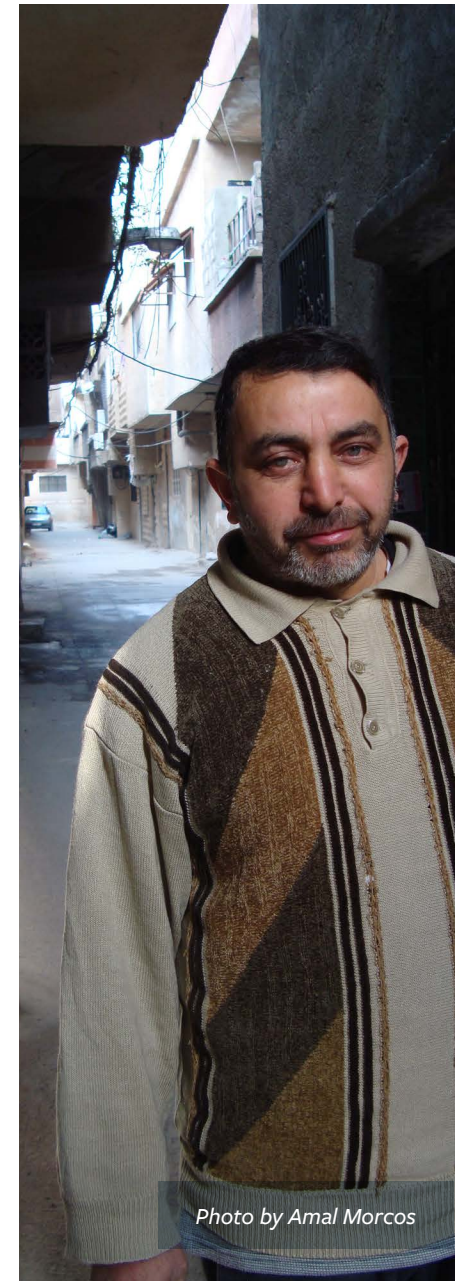


Photo by Amal Morcos

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“Through combining both qualitative and quantitative data, the CPA allows for the identification of trends and patterns, and the exploration of perceptions, relationships, and other intangible factors which are necessary for understanding root causes.”

WEWORLD–GVC STAFF MEMBER

five partners—WeWorld–GVC, NRC, Action Against Hunger, Premiere Urgence Internationale, and ACTED—came together to do joint analysis to understand community protection risks (threats, vulnerabilities, and capacities) through an outcome-oriented, multi-sectoral quantitative system of indicators and qualitative narratives. As of late 2020, in oPt, Protection Response Plans, developed jointly by consortium partners and the affected community, have been implemented in 171 communities. The activities fall within 12 different sectors and are carried out by the five consortium partners, the affected communities, relevant Palestinian Authorities, and organizations outside the consortium.

What does it consist of?

The CPA consists of three interconnected but adaptable components that can be applied separately or together depending on available resources and constraints in time, access, and security.

First, the quantitative multi-sector questionnaire collects data via structured group interviews with community members, representing diverse groups, including age and gender. The questionnaire can also be completed with existing secondary data, but it is important to take into consideration the source and credibility of the data. The data must also be comparable with the questionnaire, pulling from similar definitions and methodologies.

Second, qualitative data is collected through a participatory approach to investigate the quantitative information—the source of protection issues, their consequences, and coping mechanisms. It is a process of community engagement for monitoring and analyzing the evolution of the context independent from sector activities. To ensure iteration the CPA applies an outcome-harvesting method. On a yearly basis, changes are discussed directly with the affected population on the basis of updated data to investigate what contributed to the change, and whether there was an effective change either in behavior, attitudes or specific aspects of safety and dignity. These Changes Sessions ensure time analysis and identification of risk patterns.

Third, an Individual Protection Approach (IPA) complements and leverages the community engagement process initiated by the first and second components. The IPA seeks to address immediate needs affecting particular individuals and groups within the community. It provides a comprehensive mechanism to identify, assess, and link right-holders to best-placed service providers. After obtaining their consent,



RBP POINT: A bottom-up process helps ensure the protection issues most urgent, from the perspective of the population, are those taken up by humanitarians.



RBP POINT: In order to address protection risks, actions by a set of multi-disciplinary actors is often needed; not just a team of “protection” specialists.



RBP POINT: To achieve a protection outcome, it is essential to monitor the changes, or intermediate results, arising in the context that directly affect whether risk is reduced.



RBP POINT: Using evaluation methods that support the measurement of outcomes.

Protection Officers assess right-holders' needs and jointly determine the best course of action. The entire process is systemized via the CPA platform, providing ongoing and up-to-date analysis.

Collecting data through an interactive dashboard and incorporating multi-disciplinary strategies to achieve protection outcomes

The CPA tools for engagement and data collection are designed to collect information related to protection outcomes, emphasizing how other sectors can contribute to reducing risk. The data obtained is input into a digital collective protection data dashboard. This platform was developed to continuously address challenges in doing protection analysis, such as the burdensome process of data cleaning, processing, and managing, specifically for qualitative data. The dashboard synthesizes and collates information and data and organizes it based on different categories, including the components of the risk equation, to understand and prioritize protection outcomes. Information can be sorted by community or theme so the user can easily extract the information needed.

The toolkit of data collection resources is designed to be flexible—there are currently 17 tools included. A handbook is provided to understand if the CPA has added value, identify the modality most relevant to the context, and the tools needed. Organizations wishing to use the CPA can contextualize any tool according to accessibility, security, previous knowledge of the area, and timing considerations, and there is guidance to support the process. The logic is not to reinvent the wheel—if an organization has the appropriate tool, they do not need to reproduce it. Most of the tools are embedded in a digital platform that streamlines the use of the tools and performs automatic calculation, correlations between variables both quantitative



RBP POINT: Using a fit-for-purpose information management system.



RBP POINT: Not all tools are suited for all contexts; having a large selection of tools that can be adapted as needed helps us navigate complex situations.

Analysis gleaned from the CPA has had wider-reaching impacts in the oPt as well. For example, the analysis was used to design a multi-year, multi-disciplinary project funded by UNICEF, where humanitarian water-trucking activities were accompanied by rehabilitation and construction of water infrastructure—activities that are often deemed “development activities.” This resulted in the creation of a comprehensive, multi-level water-trucking governance system.

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If your organization is interested in exploring the tools, please reach out to Paloma Solo: paloma.solo@gvc.weworld.it

The toolkit entails guides for key informant interviews, transect walks, focus group discussions, and other methodologies.

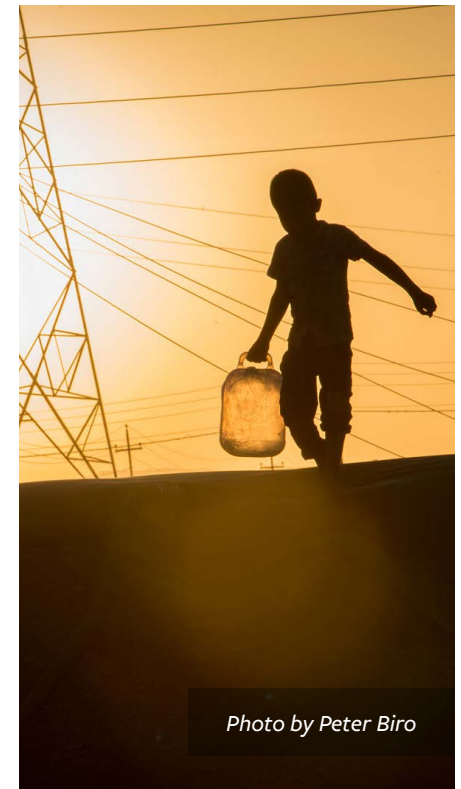


Photo by Peter Biro



Photo by Ashley
Jonathan Clements

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Ultimately, a system of accountability was created, in which the Palestinian Water Authorities could respond directly to the population and provide support while also calling for diplomatic actions or requesting humanitarian coordination to prioritize certain actions (i.e., an important change in behavior that demonstrates taking responsibility). Prior, there was no system of accountability and each individual family had to cope with the impacts. Furthermore, the new water system supported Palestinians' livelihoods, reducing vulnerability to being forced to relocate in search of water.

and qualitative, automatic quality check of data collected, etc. Reference sheets are available to support field staff in the contextualization process.

Protection Egg Model

Once a team uses the appropriate tools to collect information, it is brought back to the community where a Protection Response Plan (PRP) of proposed interventions, organized according to the Protection Egg model is formulated through a bottom-up process.

The Protection Egg model, first developed by the International Committee of the Red Cross, is a widely referenced framework and is a helpful tool for strategizing and designing programs. It encourages humanitarians to develop programs that respond to each threat by drawing on a series of complementary actions at different levels—responsive actions designed to prevent and stop abuses and alleviate immediate effects; remedial action to restore dignity and prevent secondary abuses from occurring; and environment building to encourage changes in behaviors, attitudes, policies, and practices, etc., that are underlying causes of abuses. WeWorld embraces this framework when engaging communities on potential solutions to key protection risks.

Front-line sector staff (engineers, WASH staff, livelihood staff, social workers, etc.) lead this process with the community. CPA Officers are trained to provide support.



RBP POINT: The affected population is the main source of information for analysis and also meaningfully contributes to strategizing on how to address identified issues via locally-driven PRPs.

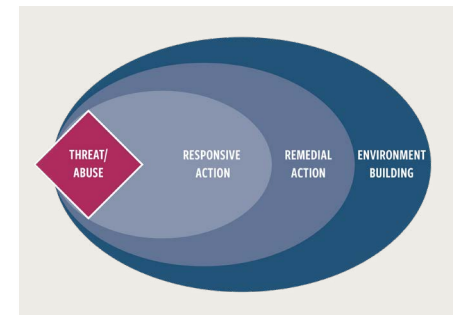


Diagram 1. Protection Egg Model

The PRPs are then analyzed by senior management staff from the organizations relevant to the specific PRP (area managers, project managers, advocacy coordinators, emergency coordinators, etc.). The PRPs assign responsibility to take certain actions to relevant community members, NGOs, and authorities and facilitate relationships between those that are needed. Together, these actions are intended to achieve reduced risk for the affected population.

The CPA is designed to actively share information and analysis with all relevant stakeholders, including CPA partners, donors, Humanitarian Cluster Coordinators, relevant government bodies, and other international and local NGOs. Information is also shared with representatives of different member states situated in Brussels or their country capitals responsible for political decision-making.



RBP POINT: Data and information is carefully controlled and shared on a targeted basis with those with relevant decision-making power to mitigate potential issues that can arise if sensitive information is widely available.

While the dashboard contains multiple levels of information, WeWorld can tailor the amount accessible to different actors depending on their involvement and needs, an important and sometimes challenging aspect of information sharing amongst partners. For example, those who collect the data have access to raw data, others—generally managers and some staff at the H.Q. level—may only have access to the aggregated analysis of information, and other decision-makers and some donors have access to still other parts of the dashboard.

In conclusion, the CPA may sound like a multi-sectoral needs assessment. However, it goes above and beyond simply needs. The key aspect is in its continuous nature that creates a localized, continuous process of analysis and monitoring of the threats, vulnerabilities, and capacities of a given population. To do it well, this approach requires staff time and resources, but the result is a holistic understanding of the risks faced by the affected population that prompts immediate action driven by populations themselves. The CPA complements this action by providing the building blocks for effective multi-disciplinary strategies.

This case example is based on WeWorld's submission to InterAction's Results-Based Protection 2020 Good Practice Contest (submitted by Paloma Solo de Zaldivar, Francesco Michele, Betina Borova, and Ahmad Sharif).

LINKS

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<https://www.weworld.it/en>



Photo by Ashley
Jonathan Clements



Engaging with Gangs in Honduras to Reduce Protection Risks: JHAJA's Experience in San Pedro Sula, Honduras

Photo by Benjamin Rusnak

Humanitarians too often avoid working with perpetrators of violence. There are three common reasons why this is the case:

1. A belief—unconscious or not—that humanitarian actors are powerless in the face of these threats. They seem insurmountable, and those responsible for the threat seem to be completely outside of humanitarian actors' sphere of influence.
2. Fear that working on threats creates security risks for our staff, programs, and the vulnerable people we seek to assist. Humanitarian actors may therefore tend to keep quiet, avoid making too much trouble, and focus on less sensitive assistance delivery.
3. A belief that reducing threats lies outside of the scope of responsibilities for humanitarian actors and that this is someone else's job.



Photo by
Benjamin
Rusnak

Although the concerns outlined are valid, they are often based on false assumptions or beliefs about humanitarians' role and their ability to address threats safely. These preconceived notions can result in humanitarians ignoring threats altogether when doing protection analysis and designing or adapting programs.

Omitting threats from the scope of analysis and program design starts at the beginning of an intervention, where rapid needs assessments can generate broad assumptions about the vulnerability of populations and overlook the nuances of a population's exposure to a specific threat. Disaggregating the drivers, motivations, and characteristics of threats, alongside people's vulnerability and capacity in relation to threats, enables humanitarians to produce good protection analysis as a basis for effective decision-making to reduce protection risks.

Most humanitarian teams are focused on providing services and assistance—in other words, responding to the needs of people who have experienced violence, coercion, or deliberate deprivation—and lack investments in “upstream” efforts aimed at reducing or preventing ongoing patterns of risk people are experiencing. While not all actors need to design their own programs to address threats, multi-disciplinary strategies that bring together a group of relevant actors and unique skillsets can enable each organization to contribute to a more comprehensive effort to reduce risk, including the threats people face. This requires a certain skill set that is often lacking in humanitarian teams—including negotiation skills that allow humanitarian actors to engage safely and effectively with those responsible for the threats, as well as the ability and resources to meaningfully engage the affected community to understand how they are already engaging (or not) the source of threats, identifying ways to build and strengthen these efforts.

This case example presents insights and a few lessons learned by a local civil society organization that engages with the threat—gang members in Honduras—directly.

JHAJA is a civil society organization that works with young people linked to active or retired *maras* and gangs, including *MS-13*, *Barrio 18*, and others known for using forms of violence and coercion.¹ Before sociology students founded JHAJA, organizations working in San Pedro Sula and surrounding areas only worked with individuals impacted by the violence stemming from the gangs. Many indigenes viewed the gang members as criminals who should be imprisoned, if not killed. As a result, responses failed to address a critical component of the risk equation: reducing

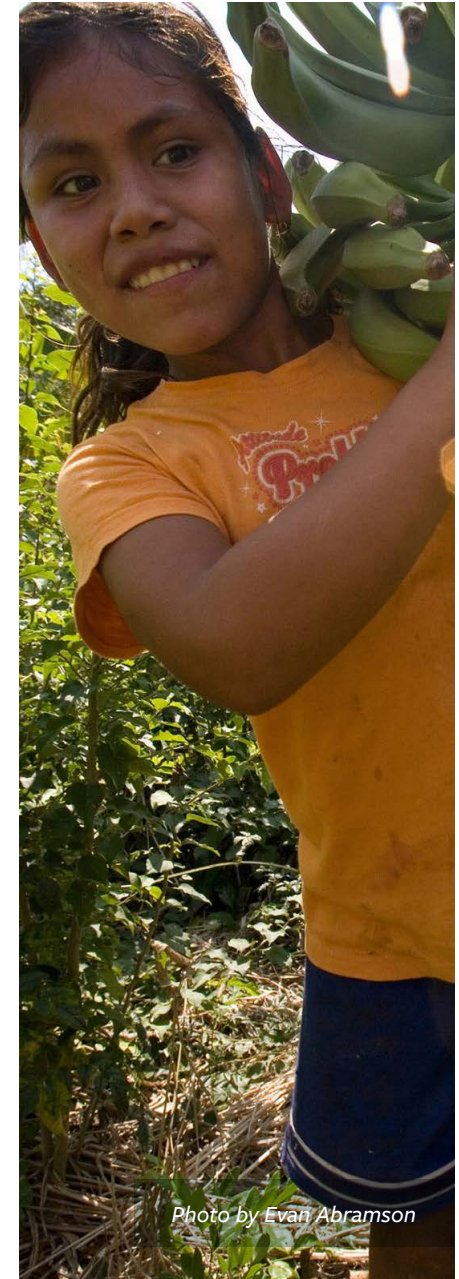


Photo by Evan Abramson

¹

Maras are gangs originating in the United States and spread across to Central American countries including Honduras.

“

“In the face of so much violence towards them [gangs]... JHAJA is like the non-judgmental face simply creating the opportunities.”

JENIFER FERNANDEZ
JHAJA Director

the threat. Since being founded, JHAJA has altered this narrative by directly working with the gang members to understand their perspectives while running its programs.

JHAJA's mandate is to work with individuals who are at risk of being recruited into gangs, those who are active members, as well as retired gang members. JHAJA's theory of change is that engaging with those who are often responsible for committing violence to understand and analyze their perspectives and needs contributes to reducing violence. JHAJA's 20+ years of experience working with gangs in Honduras provides a great example of “what it takes” to work with individuals who are often the source of threats for others.

What has JHAJA learned by engaging the threat, and what does it take in terms of skill set?

In San Pedro Sula, a city in northern Honduras, JHAJA has developed several program activities that engage young children who see joining gangs as their only means of livelihood or identity. Their activities include job trainings, legal support, and engaging youth in art and sports. These activities aim to influence the behavior of individuals, such as preventing youth from joining gangs or reducing the violence committed by those already in gangs. JHAJA's work over the last two decades has been well received by the surrounding community—parents of young children who understand the large role that gangs play in their communities support JHAJA's activities as alternatives for their children.

With its positive standing in society, JHAJA has developed a relationship with gang members that is rooted in humanizing them. JHAJA maintains open communication with the gang members and upholds their human rights. For example, JHAJA works on gang members' behalf when they are prosecuted unjustly. When gang members were arrested and prosecuted for having “13” or “18” tattoos, JHAJA held press conferences on their behalf to argue against this law. In other instances, when gang members killed in prisons' bodies go unclaimed, JHAJA ensures that they receive a dignified burial. These actions have increased trust between individuals affiliated with gangs, their families, and JHAJA staff.

JHAJA's work to reduce gang violence relies on not only its relationship-building but also the specific skillset of its staff. JHAJA prioritizes hiring staff with connections to and knowledge of the area and the gangs. To command respect and ensure everyone's



RBP POINT: Engaging with actors responsible for committing violence, coercion, and/or deliberate deprivation requires a specific skillset. Not every NGO needs to do this, but a collective plan for reducing risk for the affected population should include, wherever possible, at least a few actors who have the skillset and resources to do this safely.



RBP ENABLER: Relationship building is valued by JHAJA as a key factor in the success of programs. Enabling staff to invest in relationships is a critical function resourced and supported within their organizational culture.

“

“The goal is not to get them out of the gang, but how can they be a member of this gang in a better [less violent] way?”

JENIFER FERNANDEZ
JHAJA Director

➔ **RBP ENABLER:** Prioritizing a certain knowledge base, experience, and skill set demonstrates JHAJA's commitment to resource and support staff in their efforts to achieve protection outcomes. This and other soft skills are often not articulated in job descriptions or valued when hiring although they can contribute to more effective and trusting relationships between staff and communities.

➔ **RBP ENABLER:** Recruiting staff and volunteers that come from the gangs themselves enables JHAJA to have a richer understanding of the issues faced and helps to strengthen relationships and trust—this knowledge can help with better analysis and the ability to monitor risk patterns.

★ **RBP POINT:** Good example of adapting language used when engaging the threat in order to maintain dialogue with the goal of reducing risk.

Hiring Former Gang Members

One retired gang member, who joined when he was 12 years old and rose to hold a high-level position within the gang, acknowledged the violence that he himself participated in for many years. In an interview for this case example, he spoke about the change in mindset he had once he began interacting with JHAJA and participating in soccer events they organized. “I got into the mindset of not wanting others to become what I once was.” He credits this shift in his own behavior to having the opportunity to participate in soccer activities that JHAJA organized. They gave him something else to think about and do every day versus spending all of his time “in the streets.” Through JHAJA's engagement, this retired gang member is now a community volunteer for JHAJA and leverages his identity as a previous gang member to influence the behavior of young people at risk of joining a gang or those that already have, to reduce violence. He does this mainly through encouraging youth to participate in soccer activities on a regular basis, as this is what drew him personally away from gang-related activities.

safety, all staff must have a deep understanding of the local context, one that is generally gained by having lived in the community. JHAJA also prioritizes the ability to listen to others actively and genuinely understand their perspective—what drives them to commit violence—and hear solutions as to what might make them change their behavior. For instance, JHAJA does not ask individuals to leave or renounce their gang; such a decision is left entirely up to the individual.

One thing JHAJA has learned, in addition to how to build and maintain trust with affiliated gang members, is just how fragile that trust is; it can crumble with one wrong move or misunderstanding. In one instance, JHAJA received a grant from a donor for an entrepreneurship program. As part of the program, JHAJA signed up interested individuals to receive a toolbox. Unfortunately, partway through the project, the donor withdrew the funds, and JHAJA could no longer finish the program. This incident resulted in lost trust with the affected individuals and shattered prospects of JHAJA's future engagement with them. This can have



Photo by
Benjamin
Rusnak



RBP ENABLER: Donors can either support or hinder NGOs' efforts to reduce risk. In this case, the donor's decision to pull funds had untold impacts on JHAJA's relationship with the gang members and affected community.



Photo by Katie Yaeger Rotramel

devastating consequences and endanger staff—risks that JHAJA is very much aware of and balances closely during internal discussions and decision-making.

Despite its individual successes, JHAJA does not work alone. Rooted in sociology, it employs a multi-disciplinary approach to coordinate and collaborate with other local and national NGOs and civil society organizations (CSOs) in Honduras. However, JHAJA noted that when invited to join activities put on by other organizations, the target populations for these activities tend to focus on service provision for youth or other groups who are not associated with gangs. It also mentioned that within the formal humanitarian system, working with gang-affiliated individuals remains a barrier. They welcome opportunities to collaborate with other actors working with gang members to strengthen analysis and programming.

It might seem daunting, however, JHAJA illustrates that NGOs and CSOs can reduce the threat, addressing the underutilized component of the risk equation and meaningfully working towards achieving better protection outcomes.

This case example is based on an interview with key staff within Jhaja, and with Jhaja's Director, Jenifer Fernandez. The interviews took place in February 2020.



RBP POINT: Results-Based Protection emphasizes the need to engage across disciplines and build on diverse perspectives to address protection issues.



RBP question to consider:

How could existing or alternative forums (formal or informal) contribute to bringing together actors in the area with different skill sets for multi-disciplinary strategy development?



Embracing Risk Mapping as a Participatory Method to Strengthen Protection Analysis: Save the Children's Approach to Prevent and Reduce Risk by Gangs in Honduras



Photo by
Hilda Perez

Humanitarians are masters at conducting needs assessments, but these focus primarily on needs resulting from exposure to abuses and conflict dynamics. Needs assessments are not designed to examine the repeated patterns of violence, coercion, and deliberate deprivation that people experience and the source of these threats. As a result, there is a tendency for humanitarians to come in with preconceived notions of risk that can lead to poorly designed programs that generalize vulnerability across affected communities.

Results-Based Protection emphasizes the importance of breaking risk down into the specific component parts that make up the risk to more comprehensively understand the characteristics of the threats, who are vulnerable to specific threats and why, and

Related resources on Participatory Rural Appraisal, risk mapping, and human-centered design:

- [Participatory Rural Appraisal](#)
- [Design Thinking Bootleg—Institute of Design at Stanford](#)
- [Field Guide to Human-Centered Design](#)
- [PRA tool kit](#)



Save the Children

★ **RBP POINT:** Human-centered design is a methodology that embodies core aspects of results-based approaches to protection that support achieving protection outcomes.

RISK MAPPING is a Participatory Rural Appraisal (PRA) methodology used around the world, most frequently used by development actors and those working on climate change and disaster risk reduction.

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“PRA grew out of NGO field work; it is carried out using various modes of participatory [engagement], and has as its goal the ‘empowerment of local people.’”

ROBERT CHAMBERS
“[The Origins and Practice of Participatory Rural Appraisal](#),”
World Development 22, no. 7
(July 1994) pg. 958

the capacities communities have concerning the threat. It is essential to do this—as far as possible—from the perspective of people experiencing the risk. Existing methods familiar to staff can be adapted to undertake a detailed analysis of risk. Risk mapping is a good example of this.

You may be asking—what exactly is risk mapping, and what does it look like? At its most basic, risk mapping is a graphical depiction of the risks that community members face. Drawing from human-centered design practices, this methodology emphasizes starting from the perspective of affected populations to identify threats, vulnerabilities, and capacities. At its core, human-centered design is a bottom-up approach that is multi-disciplinary, context-specific, community-based, and iterative. Humanitarians can use their findings from risk mapping to deepen their protection analysis and more effectively design programs that achieve protection outcomes.

Risk mapping can be particularly helpful to explore context-specific risks with affected community members to deepen humanitarian actors’ protection analysis and jointly design effective programs that achieve protection outcomes. Risk mapping can allow space for those affected by the risks to share a more nuanced description of the threat, vulnerabilities, and capacities per risk type. This insight provides a solid basis for strong protection analysis and helps to prioritize key risks affecting a community.

This case example highlights how risk mapping can be used in a humanitarian setting to engage affected populations on strategies for risk reduction.

What is Risk Mapping for Save the Children & how does it help unpack risk?

Save the Children’s approach begins directly from the perspective of the populations it works with. “Promoting a culture of peace” is the language adopted by Save the Children that mirrors how communities themselves speak about preventing violence. A phrase like “violence prevention” is known to put staff and community members at risk from retribution by gang-affiliated individuals. In implementing the risk mapping tool, Save the Children first worked with community members to explore the key protection risks they faced and what a “culture of peace” looks like for them. Through this approach, Save the Children established informal cooperation agreements with 22 communities where risk mapping was prioritized as an appropriate exercise to address these risks. Ensuring staff is equipped with the soft skills that enable effective communication with community and gang members is especially critical when carrying out a participatory methodology like risk mapping.

★ **RBP POINT:** Starting from the perspective of the affected population to understand cultural considerations and how risk is understood.

★ **RBP POINT:** Involving the affected community in all program activities, as far as safely possible.

★ **RBP POINT:** Like many humanitarian crises, there are a multitude of threats that exist in this area making it imperative that NGOs have a nuanced understanding of all three parts of the risk equation—the characteristics of threats, what makes specific people vulnerable to the threats, and what capacities they have to deal with the threats.

➡ **RBP ENABLER:** Investing in soft skills recognizes Save the Children’s commitment to resource and support staff in their efforts to achieve protection outcomes. Soft skills are often not articulated in job descriptions or valued when hiring. Fostering and valuing these skills can contribute to more effective and trusting relationships between staff and communities.

“

“We are still learning to work in violent environments despite having more than fifteen years of experience because violent environments in Honduras are ever changing...That’s why our main guidance are the people from the communities themselves.”

LIGÍA MENCÍA
Save the Children’s Project
Manager in Honduras

Risk mapping is done with different groups of community members—one group of girls and boys; one of men and women; and one of community leaders, which can include teachers, coaches, religious leaders, and other relevant individuals. These groups are invited to participate in a two- to three-day training in a safe space outside of their neighborhood. The training covers concepts of violence, including helping to unpack the components of risk threats, vulnerabilities, capacities. Other critical concepts are also explored, including gender equality, human rights, leadership, and other themes.

Methods and frequency of engagement also vary by group. For example, a more participatory approach is used with boys and girls. Meetings are held only once per year to avoid heightening the risk associated with participating in a sensitive exercise. Workshops with boys and girls also explore their future and create “life plans” that focus on activities that don’t involve violence.

Ethical Considerations

Participating in risk mapping can come with its own risks that NGOs need to be aware of. In an interview for this case example, a group of girls talked about how they feel it is dangerous to participate in the mapping, fearing that gang members could learn of their engagement and target them. However, the girls feel that the benefits outweigh the risks, so they continue to participate. Participants of all ages sign consent forms (for the children, their parents sign) and there is an unspoken understanding that they do not speak about participating in the exercise beyond their parents and close friends.

Risk mapping entails groups coming together over the course of one half-day, with each community member pinpointing specific incidents of extortion, homicide, sexual violence, and other risks on a physical map of the neighborhood. This allows the group to see visually, in a holistic way, where incidents are concentrated. They use colored tacks for each type of abuse and arrange the tacks on the map. While doing this exercise, Save the Children staff facilitate a conversation on the risks that the community members raise and explore the characteristics and dynamics of the



RBP POINT: It is important to recognize that communities and their members are not homogeneous. Engaging with different members helps to understand perspectives of a variety of people living within the community and how they experience risk.



RBP POINT: This is a great example of an effort to bring community members together with NGO staff to help build trust by engaging different groups within a community and exploring different perspectives.



RBP POINT: This is a great way to identify existing threats within communities and who is impacted by these threats (vulnerabilities). These insights should be complemented by analysis of existing capacities within communities to overcome said threats.



RBP questions to consider:

Risk mapping is a useful and participatory approach to visually depict protection risks from the perspective of the community. How can this method be used in conjunction with other forms of analysis (i.e., historical and conflict analysis, stakeholder mapping, gender analysis, etc.) to enhance context-specific protection analysis?

Given the multitude of protection risks that exist, how could this exercise also incorporate a prioritization of risks from the perspective of the affected population?

threat. This allows for a rich discussion on community members' vulnerabilities to each threat and their existing capacities to address it.

The risk maps are updated by the groups of men and women and community leaders two to three times per year, and by girls and boys once per year. In a 2020 update session, 11 boys and girls from one community—labeled a “red zone” due to the level of violence—came together in a safe location in their neighborhood for one afternoon. The risks they identified focused mainly on gang violence, including killings, extortion, and kidnapping. One of the key geographical areas noted are the “invisible borders” that delineate territory that gangs control and represent hotspots for certain risks. This new pattern of violence helped Save the Children support communities to adapt action plans aimed at addressing some of these protection risks.

After the risk mapping sessions, Save the Children staff digitize the information and create two versions of their findings: one with full details that is shared back with those who participated in the exercise and is for Save the Children's use in

A participatory method that can inform & encourage behavior change

Participating in this risk mapping has an impact on the girls' own behavior. In focus group discussions for this case example, they noted that they take the information they learn during the sessions and are cautious about going to certain areas and are more generally aware of their environment. For example, they learned from one of the other boys participating about a particular area where gang members had recently killed someone. These girls weren't aware of this incident before but have avoided the area since. It is useful to understand, directly from the girls' perspectives, how participating in this exercise prompted a change in their own behavior in order to reduce their risk. Understanding the community's self-protection strategies and other capacities can serve to inform NGO protection strategies.



RBP POINT: Given the rapidly changing context in San Pedro Sula, this method could be lightened and used more frequently in order to produce insight into evolving dynamics; it can help establish baselines that can be used to measure risk reduction over time.



RBP POINT: It is important to establish continuous analysis to identify changes in risk patterns.



RBP POINT: Fostering adaptable programming is essential to ensure interventions are appropriate and change as the dynamics in the environment evolve.

★ **RBP POINT:** By using insights gained through the risk mapping exercise to design programs, activities can be shaped based on the specific risks that exist in each community (rather than pre-defined program models).

★ **RBP POINT:** This strategy built on the community's capacity to deal with the threat.

★ **RBP POINT:** Supporting community cohesiveness and their efforts to manage relations with armed groups generates more effective solutions to protection risks.

strengthening protection analysis and designing activities. The other is a second version with less information (e.g., omitting drug selling points) that can be shared publicly. The public version is shared in community centers, health centers, and schools in the neighborhood.

Save the Children uses the risk maps to devise strategies to improve the safety of children in schools and the community. The maps provide a solid basis for analysis of where existing threats are geographically manifested, as well as the community's vulnerability and capacities to deal with the threats. For example, in one community, the gang operating there prohibited certain haircuts and hair colors and had other elaborate rules and restrictions. The risk maps allowed the community and Save the Children to create an action plan to tackle these problems. The community decided to organize activities to publicly bring together community members to create a safe space—in this instance, a soccer field—to demonstrate public unity against the gangs and their prescribed “rules” for haircuts and hair colors. It was a demonstration of ownership and a collective tactic to “take back” their community.

As well as identifying where incidents occur, risk mapping illuminates safe spaces. Save the Children identifies the areas where girls and boys report the least amount of incidents and invest in building these spaces. These spaces may range from abandoned buildings where children gather to play to makeshift soccer fields.

Risk mapping has strengthened Save the Children's bonds with the affected population, beyond its work to identify risk and its components. For instance, working directly with affected individuals through the risk mapping exercise has allowed Save the Children to build trusting relationships with the community. Later on, it even recruited staff directly from the community in which it worked, further increasing their acceptance among community members and their understanding of key issues.

Humanitarian organizations can learn from Save the Children's experience with risk mapping in their efforts to achieve protection outcomes. Risk mapping is but one tool that allows for better continuous, context-specific protection analysis. Above all, starting from the perspective of a community and iteratively building off of their knowledge are the main takeaways of this case example—regardless of the methodology used.



Photo by
Hilda Perez

★ **RBP POINT:** Building on existing capacity on the community in a positive way.

★ **RBP POINT:** Good example of adapting recruitment model due to new learning.



RBP ENABLER: Save the Children values the importance of relationship building as a key factor in the success of programs. Enabling staff to invest in relationships is a critical function resourced and supported within Save the Children's organizational culture.

INVESTING IN STAFFING

In terms of staffing, when they first started operating in communities around San Pedro Sula, Save the Children's team consisted of individuals from San Pedro Sula and Tegucigalpa who were tasked with working in neighborhoods outside of these cities. After noticing a high turnover of staff during the first three years of the program, Save the Children started to recruit staff directly from the communities where they were working. Now they have a team of six individuals, four of whom are local community members. This increased Save the Children's understanding of issues affecting the community and increased their acceptance by the community.

What resources and skillsets are needed to carry out Risk Mapping?

- Facilitators who are trained on the risk mapping methodology and are equipped to guide the process, explore key questions, and unpack the risks further.
- Proper resources and systems in place for staff members to dedicate the time needed to identify community members and train them on fundamental concepts.
- The ability to build trusting relationships with the affected community. Save the Children has learned that having staff members from the affected communities helps facilitate project activities as they may already have or are able to more easily gain the trust of individuals.
- Investing in soft skillsets associated with communicating effectively with communities (and occasionally gang members) is essential. In particular, this includes being aware of and avoiding language that may be perceived as threatening. For example, Save the Children staff avoid the phrase “reducing violence” and instead say “building a culture of peace.” Similarly, gang members should never be referenced by their real names but more generally referred to as “the boys” as this is perceived to be less critical.
- Access to knowledgeable community members who are willing—and safely able—to share sensitive information.
- A physical copy of a map of the neighborhood, community, or region—or blank paper for people to draw their own map—and tacks/markers/post-it papers to document incidents on the map.
- Ability to digitize or otherwise synthesize information from the maps following discussions.

This case example is based on an interview with four girls and seven women from local communities in and around San Pedro Sula, Honduras, as well as Save the Children staff members Ligía Mencía, Project Manager; Argentina Zepeda, Volunteer; Tamara Medina, Technical Staff on the Prevention of Forced Migration and Gender Issues Team; and Héctor Aguilar, Project Coordinator in Prevention of Forced and Unaccompanied Childhood Migration. The interviews took place in February 2020.



RBP ENABLER: Investing in soft skills recognizes Save the Children's commitment to resource and support staff in their efforts to achieve protection outcomes. Soft skills are often not articulated in job descriptions or valued when hiring. Fostering and valuing these skills can contribute to more effective and trusting relationships between staff and communities.

LINKS

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<https://www.savethechildren.org>

<https://participedia.net/method/4907>

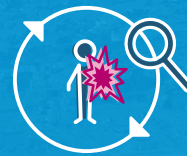
http://nirdpr.org.in/nird_docs/gpdp/pra.pdf

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<https://www.alnap.org/help-library/the-origins-and-practice-of-participatory-rural-appraisal>



Continuous Context-Specific Protection Analysis

Do you know what problem you are trying to solve?

Without a good protection analysis, you may end up spending time and resources on solutions that do not work or even cause more harm through misguided action.

*Photo by Najibullah Musesfer,
3rd Eye Photojournalism Center*



Photo by
Peshawa Saeed

About This Section

In this section, you will find a collection of examples that emphasize the use of continuous, context-specific analysis. A detailed understanding of the risk patterns and the relevant stakeholders is essential for designing a targeted response to reduce risk. As a crisis evolves—often rapidly—risk patterns change. A context-specific protection analysis that is continuously reviewed will reflect this and will help you adjust your response. Without a good protection analysis, you may end up spending time and resources on solutions that do not work or even cause more harm through misguided action.

Why is it key?

Breaking down and analyzing the components of protection risk—threat, vulnerability, and capacity—lets you formulate clear and specific desired pathways for reducing those risks. If each component of the risk is adjusted, the overall risk will be reduced.



How you can do it:

- Identify, prioritize, and analyze protection risks. Break the risks down into their three components: threat, vulnerability, and capacity.
- Avoid generalizations about “most vulnerable” groups or individuals.
- Engage the affected population in risk analysis, as much as is safely possible.
- Map out and analyze relevant stakeholders who influence, or are influenced by, the identified risks. Consider their motivations, capacities, and roles.
- Consider how the historical and socio-political context affects the risk patterns and the stakeholders in local, as well as regional or national contexts.



A Promising New Methodology Helping to Simplify but Comprehensively Analyze Risk: Exploring the Danish Refugee Council's Protection Analysis Tool in Iraq

Photo by Peter Biro

As a submission to the 2020 Results-Based Protection (RBP) Good Practice Contest, the Danish Refugee Council (DRC) team in Iraq presented a tool designed to facilitate a community-based and participatory approach to the identification, prioritization, and analysis of protection risks. The tool, awarded “Runner-Up” in the RBP contest, provides an excellent framework for light-touch, context-specific protection analysis according to the risk equation, a key element of Results-Based Protection. While this is a new initiative still getting off the ground, the tool promotes a promising methodology that could be used to design effective protection programs to reduce threats, reduce vulnerabilities, and increase capacities affected by communities.

Danish Refugee Council won First Runner-Up in InterAction's 2020 Results-Based Protection Good Practice Contest.





“The most qualitative data collection I’ve ever seen in the protection sector.”

DRC PROTECTION MANAGER,
Telaifar

History

Focus Group Discussions (FGDs) are often used by Protection field practitioners to collect qualitative data. While working in the disputed border areas of Iraq, a soon-to-be member of the DRC team in Iraq observed that communities experiencing protection risks were often approached with more of a “box-ticking” exercise that did not always encourage active and meaningful participation by the participants of FGDs. This approach also lacked a framework for analysis of the information gathered. In turn, this can hinder the capacity of humanitarian actors to adequately identify ways to minimize protection risks and to effectively assist vulnerable populations. With these observations in mind, the development of a tool for exploring the breadth of protection risks affecting a community, how to prioritize those most important to them, and ways to break those risks down to better understand the component parts of risk, began. Additionally, the methodology presented below demonstrates a light-touch protection analysis, rather than create a heavy process, that could inform programming.

What makes this tool results-based, and how does it lead to good protection analysis?

While FGDs are a common approach used by NGOs, this methodology helps to meaningfully explore the community’s perspective on protection issues by using the risk equation to analyze the different characteristics of threat, who is vulnerable to that threat and why, and what capacities exist within the community or by individuals to overcome the threat. Rather than merely focus on needs and assume general vulnerabilities, there is a concerted effort to analyze all the components of risk from the perspective of the affected population.

Critical to understanding how different types of risk affect different people, DRC identifies groups within the community who can provide different perspectives on existing protection risks—for example, girls, boys, men, women, those with disabilities, ethnic or religious minorities, etc.—whatever makes the most sense in the given context. In Iraq, DRC has piloted this tool to understand the protection risks of different groups of internal-displaced persons (IDPs) recently forced out of camps in one area and living in informal settlements. Once groups are identified and come together for an FGD, the first set of questions is intended to get participants thinking about all the protection risks in their community. Different formulations of the following question are asked: *What are the dangers and difficulties that your*

PROMPTING QUESTIONS THAT EXPLORE THE THREAT COMPONENT OF THE RISK EQUATION:

What/who are the primary threats affecting the population?

Is the act of violence committed by an individual, multiple actors, or part of a group (armed actor)?

What is their motivation (political, economic, financial, cultural, ethnicity, gender, etc.)?

What is the chain of command or accountability factors that the perpetrator causing harm is subject to?



RBP POINT: The risk equation ensures that all the key components of risk are analyzed in relation to each other to better understand the context-specific risks people face. This helps to avoid generalizations and pre-defined activities that are not relevant to addressing the risk.



RBP POINT: The affected community is at the center.



RBP POINT: Avoiding pre-conceived notions of which problems are the most serious/important.

community is experiencing? Skilled staff facilitate the discussion to explore different perspectives that help shape a comprehensive picture of different risk patterns in the community.

Prioritization of the risks is especially critical. To ensure there is a focus and a level of importance given to the issues, the groups are asked to rank the level of seriousness and why. Groups reflect on the level of importance both from the broader community's perspective and from their personal perspective. For example, by asking: *Which of these protection concerns is causing the most distress to you personally? What do you worry about most when you leave your home?* Collecting and collating this information from different groups participating in the FGDs allows humanitarian actors to understand which protection concerns are a priority according to the community—a solid basis for program design and adaptation.

Building on the issues that the groups deem priority, the next step—and most critical—is to spend some time discussing each one in-depth to understand who or what is the source of the threat, who is vulnerable to this threat and why, and what existing capacities there are to deal with this threat. The risk equation provides a valuable framework for this discussion to gather nuanced information about each risk pattern, including the source of the threat, and distilling information about motivations, key characteristics, and dynamics that fuel the threat. This discussion is one that is most frequently missed by humanitarians when analyzing protection issues. Too often, there is a focus on general vulnerabilities of the population without adequate attention given to the context-specific details that give rise to the threat and those most at risk to that threat.

As with all FGDs, the skilled facilitator is aware of potential sensitivities and tailors their questions accordingly. For example, highly sensitive protection issues, such as gender-based violence (GBV), are not explored unless the facilitator has received specific training on the “do no harm” approach, there is a degree of trust between the facilitator and the group, additional social workers are on hand for support, and the staff can ensure a safe discussion without fear of additional consequences. For facilitators who are trained and able to facilitate this discussion, the focus is on discussing risk patterns, not specific incidents.

During and after the FGD, the information collected is fed into a “Systematization form,” or a template for protection analysis. This document provides a basis for



RBP ENABLER: Hiring and equipping staff with the right skillset to facilitate interactive and meaningful discussions means looking at soft-skills such as relationship building, trust, cultural awareness, ability to connect/engage effectively, and being likable.”

PROMPTING QUESTIONS THAT EXPLORE THE VULNERABILITY IN RELATION TO THE THREAT COMPONENT OF THE RISK EQUATION:

Which population groups are affected by this threat?

What is the characteristic of affected populations that experience this risk? (Age, gender, ethnicity, race, location, disability, economic status, political affiliation, status, etc.)

PROMPTING QUESTIONS THAT EXPLORE THE CAPACITY COMPONENT OF THE RISK EQUATION:

What are the physical, social, and material resources of affected population groups to withstand the threats and consequences?

What coping mechanisms are affected populations using to overcome the threat?

What community structures, systems, or traditional practices prevent certain community groups from experiencing the risk?



RBP POINT: Light-touch and to the point. This approach may sound simple, but it can be done effectively to provide key insights to staff with decision-making roles.



RBP ENABLER: Working across teams to strengthen the adoption of results-based approaches to protection to better measure protection outcomes.

EMERGING RECOMMENDATIONS from DRC through its iterative learning process:

- Must be conducted by trained facilitator, comfortable enough with tool to ensure dynamic discussion.
- Must be accompanied by stakeholder mapping; strong understanding of local context (not a replacement for it).
- Should be complemented by awareness raising activities.
- Utilize qualitative data analysis software for scale.

organizing the information learned during the FGD in a way that can be easily picked up by protection managers or other staff. It includes a list of the protection risks deemed priority by each group participating in an FGD (girls, boys, etc.), with each one broken down into the components of the risk equation along with solutions proposed by the group to address the risk.

Embracing a learning culture to adapt and strengthen the methodology

While the tool is still relatively new, DRC is using it to learn, iterate and improve the tool. As it stands now, the tool promotes a set of questions to prompt a participatory and results-based approach to community discussions and protection analysis.

The tool is supported by the broader DRC Iraq protection team and is now embedded within their Standard Operating Procedures (SOPs). Additionally, the DRC Monitoring, Evaluation, Accountability and Learning (MEAL) team is developing a software alongside the tool that can help strengthen the analysis of quantitative data (demographic information) and qualitative data (tag words) emerging from the FGDs. The demographic information and tag words will be used to bolster protection analysis, specifically to support trends analysis.

This case study is based on the DRC Iraq team's submission to InterAction's Results-Based Protection 2020 Good Practice Contest.

LINKS

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<https://protection.interaction.org/contest-results-based-protection-good-practice-examples>

<https://drc.ngo>

<https://protection.interaction.org/elements-of-rbp/continuous-context-specific-protection-analysis>



RBP questions to consider:

How could other sectors contribute to a protection analysis using this method?

What additional outcome-oriented methods could be used alongside this method to complement or strengthen analysis for protection outcomes? For example, outcome mapping/harvesting?

Front-line field staff tend to be full of insights because they often come from the community and therefore have a rich understanding of the local culture, traditions, community dynamics, etc. Too often, however, front-line field staff are not engaged in analysis or decision-making. How might their insights be used to complement, correlate, or build on what is shared by the affected community?

What other resources, systems, and aspects of organizational culture would need to be in place to ensure that protection analysis is the basis for designing and adapting programming?



How IRC Italy's Two-Way Information Platform Contributes to Protection Outcomes: Exploring Eviction of Refugees in Italy

Photo by Simon Moricz Sabjan

Since the outbreak of COVID-19, refugees and asylum seekers have been confronted with a myriad of emerging protection issues, including forced evictions. This case example illustrates how a non-protection-focused intervention can integrate new modalities in support of protection outcomes. While still a new initiative, the case example provides an example of how projects can contribute to emerging learning where patterns of risk are rising. In this case, the International Rescue Committee's (IRC) two-way information platform consciously grew beyond its original focus as a communication platform to facilitate protection trends analysis as it saw rising cases of evictions happening among refugee and asylum-seeking populations. This ongoing effort to analyze risk in a continuous manner can contribute to multi-disciplinary interventions designed to reduce threats, reduce vulnerabilities, and increase the capacities of the affected population.

IRC Italy's team won Second Runner-Up in InterAction's 2020 Results-Based Protection Good Practice Contest for their two-way information Platform Refugee.Info.



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“I couldn’t pay my rent because everywhere is on lockdown. I can’t go out and I don’t have a job yet. I do minor jobs like cleaning of house and making hair. I don’t know what to do. Please what should I do [...] I can’t even report to the police because my residen[ce] is not there. Please help me.”

REFUGEE.INFO CLIENT, April 2020

What is a two-way information platform, and how is it used to understand key protection risks?

Refugee.Info is a two-way communication platform that IRC implements in collaboration with Mercy Corps and Internews in Italy to support the refugee population there. It is intended to empower refugees to make decisions and navigate the Italian system, local policies, social services (such as medical support, housing, jobs), and their rights as refugees within Italy. The platform, which is part of IRC’s global [Signpost](#) project, includes an open-access website containing informative articles and social media platforms, such as a Facebook page, Messenger chats, and “group chat” of nearly 25,000 users that can be accessed via computer or smartphone. These platforms were chosen because the affected population frequently uses them in Italy—they may not be appropriate for other contexts. Still, alternatives such as radio and community groups may be used. IRC has established relationships with local service providers to refer individuals with specific needs/requests via the platforms, such as the legal partner, Italian Coalition for Liberties and Rights (CILD).

Since the launch of the web-based platform, a wide breadth of protection issues have been raised by users. Since the outbreak of COVID-19, the IRC team in Italy noticed an uptick of messages on their platforms, in which affected persons emphasized the deterioration of their living conditions. Many noted that they couldn’t pay their rent and thus, feared being evicted. By reading messages from those affected by this problem and drawing on their own research, IRC discovered that those most at risk were refugees and asylum-seekers who did not have formalized housing contracts with their landlords, and as a result, we’re unable to legally benefit from state protections against evictions.

To meet these information needs, combat misinformation, and alleviate anxiety around evictions, IRC produced and published an article and Facebook post with information to help refugees and asylum seekers understand their right to accommodation and navigate the extraordinary measures adopted by the government to support tenant’s rights. Through monitoring the group chat, the team was also able to gather information on pervasive rumors and misinformation about the evictions to incorporate and address in the articles and messaging they produced. Furthermore, the team was able to identify and refer users to local service providers who could offer legal advice or housing assistance.



RBP POINT: Drawing on what the affected community already does rather than creating something new.



RBP POINT: These platforms allow those individuals affected by violence, coercion, or deliberate deprivation an outlet to seek credible information, either anonymously or not.



Photo by Simon Moricz Sabjan



RBP POINT: Monitoring doesn’t always have to be formal. Here, IRC demonstrates how staff managing chat rooms can easily pick up on trends that can alert them to rising protection concerns.

★ **RBP POINT:** Drawing on learning in order to make the project more effective and contribute to protection outcomes.

★ **RBP POINT:** Responding to those issues brought up by the affected community, rather than a pre-determined list of protection concerns.

★ **RBP POINT:** Emphasizing contextualization in trends analysis to capture the nuance of risk patterns.

➔ **RBP ENABLER:** Valuing and designating time for staff to critically reflect on the project and progress to date.

➔ **RBP ENABLER:** Hiring locally helps gain insights into context-specific factors.

Iterating and adapting the approach based on emerging learning

In testing out these platforms in Italy, IRC is actively seeking out ways to improve and adapt the approach based on new learning. After launching the platforms, it quickly became apparent that the messages and posts received from users could be continuously monitored to understand the broader trends of protection issues they are facing.

For example, the team received a total of 237 messages and posts in December 2020 related to issues surrounding a [recent change in Italian policy on “Permits of Stay.”](#) In response, the team prepared a series of Facebook posts to respond to main concerns and questions. Another emerging trend was related to confusion around the government’s economic subsidies available for migrants in Italy; the team also published an article on what the subsidies are, who can apply, and details on the application process.

These trend analyses were possible due to the creation of context-specific “tags” of protection risks—individual messages and threads received via the platforms are tagged according to the issue or protection risk. This tagging was not part of the original project design but occurs daily as IRC staff engage in communication with Refugee.Info users. On a monthly basis, the Refugee.Info team reviews the frequency that issue tags have been reported and any new issues emerging. This information is organized in a spreadsheet that all team members have access to, which shows the full list of issue tags, the frequency of reports, and the language reports are received in. The team is then able to generate charts and visually compare issues and risks across months. This data is then formally captured in a Protection Monitoring trend report that illustrates the frequency and changes over the previous reporting periods and draws out more details into the nature of the concerns reported and who is impacted, highlighting more qualitative details gathered through the bilateral conversations with users in the platform and Facebook group. These trend analyses are currently shared with IRC’s partners in an informal and ad hoc way, based on their expertise and ability to assist given the problem at hand.

IRC Italy’s culture of reflection and regular information exchange has allowed these project adaptations to take place. The team uses a Slack channel to regularly share issues, observations, and updates and meets on a bi-weekly basis to reflect on their communication strategy. The team comprises geographically dispersed and nationally hired monitors taps into their understanding of the context and the landscape of supportive networks that can help address the concerns that people are raising. The



RBP questions to consider:

Providing information to affected individuals is one step in reducing the vulnerabilities of affected populations. How could other methodologies be used in a complementary way to gain insight into whether this information is used to reduce vulnerabilities or increase capacities?

What additional actions could IRC consider that would enable them to look across all components of risk (threat, vulnerability, capacity) that could help reduce risk?

How could the trends analyses be used to strategically inform program design—by IRC and other actors—to collectively reduce risk?

Analysis gleaned from Refugee.Info platforms has also been used to inform other IRC projects, including their labor integration program in Italy, “Mentors Make the Difference.” Analysis indicated that refugees should be included as beneficiaries of the project, and also influenced the project’s theory of change and activities by identifying the following leverage points:

- Closing information gaps to job-seekers, such as how to apply for jobs, what is required, where to look, etc.
- Providing mentorship and skill development for job-seekers
- Employer-side education to build understanding of what is required to comply with Government measures around hiring refugees and asylum seekers. This particular area was one that came to light because of Refugee.Info monitoring. Previously, most attention had been focused on the worker-side, so this is an important shift in program design.

While this is an initial opportunity to strengthen multi-sector strategies internally within IRC, efforts could be integrated to help other sectors measure risk reduction. For example, working with livelihood actors to go beyond measuring new jobs or mentorship programs, helping to design indicators that link to a reduction in risk (eviction) alongside livelihood indicators would help articulate stronger multi-disciplinary strategies aimed at protection outcomes.



RBP POINT: Being aware of the language used in order to build trust and credibility.

Refugee.Info team has also been able to build trust with their user base. By not using international institutional logos or branding and reflecting the language of their users (including emojis and slang, where appropriate), the team has built a reputation as a credible, caring, and responsive information service.

While, on the surface, Refugee.Info may seem like a comprehensive information portal for refugees, the platform has become a useful tool to monitor patterns of risk and how they change over time. The platform also serves as a mechanism to reach refugees directly with key messages about protection concerns and offer referral pathways connecting refugees to services. Furthermore, as they continue to learn and adapt the method, IRC can collaborate more intentionally with external, but relevant actors, by designing multi-disciplinary strategies to achieve protection outcomes. More is needed to see how this platform contributes to reduced risk, but it is moving in the right direction where this could be measured in the future.

This case example is based on the International Refugee Committee in Italy’s submission to InterAction’s Results-Based Protection 2020 Good Practice Contest (submitted by Elena Caracciolo, Camilla Fabozzi, Marina Solecki, and Katie Grant).

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<https://www.rescue.org>

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<https://www.signpost.ngo>

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<https://www.refugee.info/italy/updates-on-the-asylum-and-immigration-system-in-italy/new-immigration-decree?language=en>

see also:

<https://www.refugee.info/selectors>



UNFPA Regional Syria Hub and the Whole of Syria GBV AoR's Approach to Qualitative GBV Data Collection in Syria



Photo by Crystal Wells/
Concern Worldwide

When crisis broke out in Syria, little to no information existed on gender-based violence (GBV) in this context. Humanitarian actors faced additional difficulties in creating a needs-based response, particularly in a context where approvals from relevant authorities to conduct protection/GBV assessments were challenging and where assessments were rendered more difficult by remote management and security risks for humanitarian actors engaging in data collection.

While it is widely recognized and accepted that GBV is underreported and that prevalence figures are not needed to establish an effective GBV response, having an analysis that includes information on the types of GBV taking place, the specific demographics it is impacting, and the evolution of trends over time does help ensure a tailored, targeted, and ultimately more effective response. Therefore, the UNFPA Regional Syria Hub and the

UNFPA Regional Syria Hub and the Whole of Syria GBV AoR teams was awarded Honorable Mention in InterAction's 2020 Results-Based Protection Good Practice Contest for their approach to GBV data collection in Syria.



HONORABLE MENTION





Photos by Seivan Salim / UNFPA Regional
Syria Response Hub

Whole of Syria GBV Area of Responsibility (AoR) set out to devise an assessment methodology to obtain GBV data to improve strategies for preventing and responding to GBV while at the same time informing the Humanitarian Needs Overview (HNO) and the Humanitarian Response Plan (HRP). Their methodology employs a community-based approach that uses contextualized tools and indicators, including proxy indicators, to better analyze GBV issues country-wide.

What makes this different from other approaches to GBV data collection is its focus on qualitative data that unpack different GBV risk components rather than capture prevalence data. Most importantly, information is collected through participatory approaches, such as community Focus Group Discussions (FGDs) with women, girls, men, and boys, thus helping to ensure their perspective and direct voices are incorporated into the analysis. The discussions are shaped to explore the context-specific risks by disaggregating the different types of GBV manifesting in a community and exploring what unique factors contribute to different forms of GBV and what coping strategies populations use to overcome these risks.

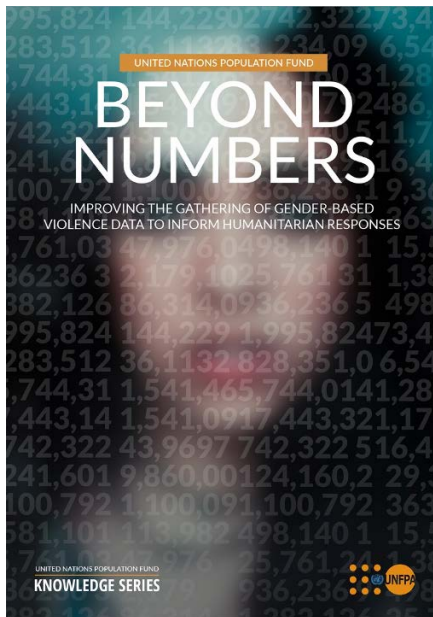
The approach emphasizes using contextualized tools and indicators to strengthen understanding of emerging GBV risks and trends. Once information is collected, it is bolstered and triangulated through FGDs with GBV experts and through Key Informant Interviews (KIIs). At the same time, the analysis also considers secondary data sources and proxy indicators coming from the HNO Multisectoral Needs Assessments (MSNA). For example, within the MSNA, GBV actors regarded kidnapping and abduction as an appropriate proxy indicator for GBV, as previous assessments indicated that sexual violence and “honor killings” are closely linked to kidnapping and abduction.

Since 2016, the analysis derived from the framework has been used to generate an annual report titled [Voices from Syria](#). Over the years, the report has proven beneficial when informing the Syria HNO and guiding GBV organizations on how to respond, as featured in the [Syria Humanitarian Response Plan](#). The report—through amplifying the voices of women and girls, including their hopes, fears and strengths—helped identify the risks of GBV that need to be mitigated throughout the response by all humanitarians and supported advocacy for GBV programming and risk mitigation, while simultaneously providing information conducive to results-oriented programming. The analysis has also informed several programs and initiatives aimed at reducing people’s vulnerability to GBV and increasing their capacity to deal with

★ **RBP POINT:** Starting from the perspective of the affected population by using a community-based approach to better understand GBV risk helps to ensure that tools to analyze are appropriate and capture context-specific nuances of risk.

★ **RBP POINT:** Exploring proxy indicators arising from the analysis as an alternative to measuring incidents can help humanitarians better measure GBV outcomes.

★ **RBP POINT:** While this type of analysis is much heavier than some efforts, it does allow for continuous review and adaptation to help shape key strategic plans and strategies within the formal humanitarian system.



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<https://www.unfpa.org>

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<https://www.humanitarianresponse.info/en/operations/whole-of-syria/document/voices-syria-2021-draft>

<https://www.humanitarianresponse.info/en/operations/whole-of-syria/document/2020-syria-humanitarian-response-plan>

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<https://arabstates.unfpa.org/en/publications/beyond-numbers-improving-gathering-gender-based-violence-data-inform-humanitarian>

it when it does occur. There is also massive potential for the analysis to inform prevention programming and other initiatives intended to reduce the threat—a key component of the risk equation and one area that can be especially challenging for humanitarian actors to work on directly.

Because of the recognition of this assessment as a global best practice, the UNFPA Regional Syria hub has developed *Beyond Numbers*, a how-to guide to support the replication of a similar assessment in other countries responding to GBV in humanitarian crises. The guide provides an in-depth description of the methodology used to collect qualitative data in Syria and the reasons for doing so. Due to the outbreak of COVID-19, a section has been added at the end of the guidance to provide recommendations on how to adapt data collection.

This case study is based on UNFPA Regional Syria Hub and the Whole of Syria GBV AoR teams's submission to InterAction's Results-Based Protection 2020 Good Practice Contest. The entry was submitted by Fulvia Boniardi on behalf of UNFPA Regional Syria Hub and the Whole of Syria GBV AoR.



Photo by Peshawa Saeed



ACAPS' Protection Analysis Canvas



Photo by Jon
Warren ©2014
World Vision

A Light-touch Analysis

NGOs such as ACAPS, an organization that specializes in humanitarian analysis, provide useful frameworks and guidance for undertaking analysis in humanitarian crises. In 2020, ACAPS contributed to InterAction's Results-Based Protection Practitioners' Roundtable, Getting Practical with Prevention: What does it take to reduce risk? by helping to develop a simple framework for protection analysis building on core guidance from Results-Based Protection.

A few highlights from this tool include:

- Drawing on the risk equation and breaking each risk down by threat, vulnerabilities, and capacity.
- Making future projections based on existing knowledge in terms of “best-case scenario,” “most likely scenario,” and “worst-case scenario.”
- Listing possible mitigation efforts to reduce the threat, reduce vulnerability, and increase capacity.

The tool was designed to be used continuously and complement more rigorous processes needing more resources and time. This sort of light-touch analysis is helpful for designing effective programs to reduce risk.

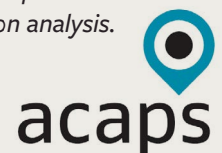
ACAPS three rules for useful protection analysis:

1. Know what you need to know.
2. Make sense not data.
3. Don't be precisely wrong, but approximately right.

This case example is based on a workshop within InterAction's Results-Based Protection Practitioners' Roundtable held in July 2020. The workshop featured Lars Peter Nissen, ACAPS Director, as a guest speaker on protection analysis.

LINK

<https://www.acaps.org>



PROTECTION ANALYSIS CANVAS

Background	Context What is known about the population at risk, the types of events, the historical backgrounds for the protection issue. (3-5 bullets)		
	Threat Which types of threats are the population at risk experiencing?	Vulnerability What makes the population at risk vulnerable?	Capacity What are the capacities the population at risk have at their disposal relevant to the protection situation?
Analysis	Scenario Describe with 3-5 bullets the most likely way in which the situation could evolve		Triggers What are the events that might make this happen?
	Worst case		
	Best case		
	Most likely		
Mitigation	Reduce Threat What can we do to reduce the threat (3-5 bullets)	Reduce Vulnerability What can we do to reduce the vulnerability (3-5 bullets)	Increase Capacity How do we increase the capacity of the population at risk (3-5 bullets)



How a Dedicated Analyst can Contribute to Protection Outcomes: Mercy Corps' Experience in Maiduguri, Nigeria



Photo by
Eugene Lee

Humanitarians know how essential a robust protection analysis is to achieving protection outcomes. Continuous, context-specific analysis is a foundational element of Results-Based Protection. There are several different ways to approach this. What does it look like when an organization prioritizes analysis by investing in dedicated analysts at the country level?

Mercy Corps has seven analysis teams with more than 40 analysts supporting their humanitarian operations. In Nigeria two full-time positions were created that are dedicated to context analysis to support their humanitarian operations. While not focused specifically on continuous, context-specific protection analysis, there are many things to be gleaned from their experience that resonate with RBP.

This case example outlines how Mercy Corps Nigeria approaches context analysis more broadly and how insights have been (and could be) used for understanding and responding to protection risks.





★ **RBP POINT:** This sort of broad, context analysis can feed into and inform protection analysis; Key Element #1 of RBP. Keeping the focus on protection risk patterns (rather than needs) provides a solid basis for effective programming and risk reduction.

★ **RBP POINT:** Having a context-specific protection analysis that examines all of these aspects and is available at the fingertips of staff is key to preventing and reducing protection risks.

What is a “Humanitarian Analyst” for Mercy Corps, and how can insights be used to inform continuous, context-specific protection analysis?

For Mercy Corps, the “Humanitarian Analyst” position is tasked with providing the team in-country and the wider humanitarian community with relevant, concise, and timely insights related to the factors that are driving the crisis in northeast Nigeria. This information is then used to inform programming and help decision-makers mitigate risk, look ahead and position strategically in the complex, fluid, and fast-moving environment. While not focused specifically on protection analysis, this sort of context analysis can feed into and complement the teams’ understanding of protection risk patterns. In addition, their approach illustrates one way to invest in ongoing analysis to inform decision-making.

Broadly, the position entails analyzing the political, social, economic, and cultural dynamics in the region as they relate to the ongoing crisis. Starting in 2020, this has included the COVID-19 pandemic and how it is affecting the region; key protection risks, including ongoing IDP returns (facilitated by the Borno State Government); and various other conflict dynamics that affect the humanitarian space. There is also an effort to develop forward-looking analysis, scenarios, and forecasts wherever possible.

Mercy Corps employs a flexible methodology for analysis that can be adapted as needed. Aspects of conflict analysis, for example, is one method that can be used for a deeper understanding of the dynamics among parties to the conflict. Affected communities themselves are central to the analyst’s work—their perspective is critical to ensure Mercy Corps’ programming is relevant and effective. As much as possible, the analyst highlights these perspectives in the analysis work and actively seeks to feed this perspective in decision-making processes. There is a particular focus

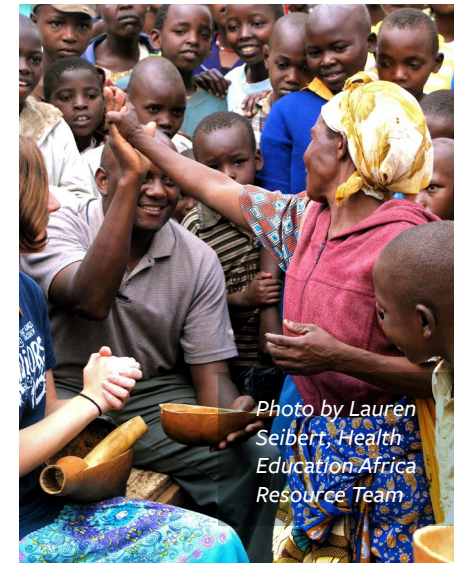


Photo by Lauren Seibert, Health Education Africa Resource Team

★ **RBP POINT:** Keeping the analysis on the threat component helps to create a comprehensive understanding of risk experienced by affected populations and how these dynamics increase vulnerabilities to specific risks.

★ **RBP POINT:** Results-Based Protection emphasizes starting from the perspective of the affected population and engaging them meaningfully throughout the program cycle to reduce risk.

➔ **RBP ENABLER:** Analysis broadly is embedded as part of the organizational systems and culture at Mercy Corps Nigeria.

➔ **RBP ENABLER:** Decision-making is often happening at different levels within an organization simultaneously, each with its own analysis needs.

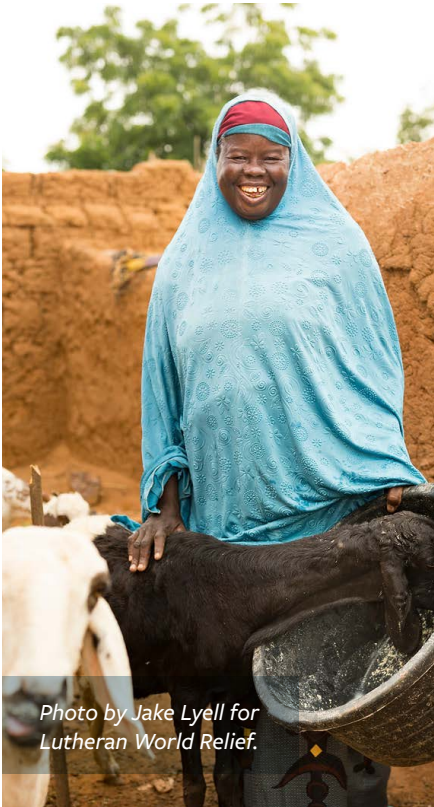


Photo by Jake Lyell for
Lutheran World Relief.

on disaggregating responses by gender so their team can identify where there are gender-specific patterns.

In addition to the affected population, the analyst draws information from a range of subject matter experts, particularly local civil society, open data sources, surveys, and media and social media. For the moment, data collected via program teams is not integrated into the analysis, but this is being formalized as the Nigeria analysis team grows in size.

Investment in analysis is part of Mercy Corps' strategic plan in Nigeria and globally. Staff use the analysis to inform advocacy work and to leverage their influence. The analysis is shared internally at a few different levels. At the field level, the analysis is shared with field managers in the garrison towns who oversee day-to-day operations and programs, with program managers and operational leads in Maiduguri with the national security team, and with members of the Senior Management Team. It is also shared with individuals at the regional and H.Q. level who are engaged in the humanitarian response, safety and security, research, and advocacy work in Nigeria. As with protection-specific analysis, it is important to be mindful of who has access to the analysis as certain sensitive information may lead to risks for staff and the organization. It is also important to target key staff with decision-making responsibilities rather than sharing information with all staff.

Thus far, the analysis has been used more to address protection issues through advocacy rather than programming. The Mercy Corps team is exploring how to bring analysis and protection strategies together more concretely in the future in a more comprehensive approach to achieving protection outcomes. In 2018 and again in 2020, the analysis team produced analysis specifically on the issue of forced IDP returns facilitated by the Nigerian Government—a key protection issue at the time. This included highlighting projected risks for IDPs facing forcible return in relation to specific policy frameworks. It also included community perspectives on the issue and why these dynamics were taking place. This analysis helped shape Mercy Corps' advocacy messages on forced IDP returns to change the policy and practice of the Nigerian Government to reconsider their position to forcibly return people to dangerous areas.

Advocacy successes thus far are attributed to close working relationships between the analysis team and senior management. When issues are raised in key coordination

★ **RBP POINT:** Identifying prioritized protection risks the program team is working to reduce can help shape the conversation about how ongoing analysis could be used more deliberately for better programming.

★ **RBP POINT:** When thinking about protection outcomes, we should identify the most appropriate actions that can create change—advocacy might be one, alongside training in a community, alongside negotiations with armed actors, and supporting a livelihoods program. A strategic combination might bring about the desired result.

INTERACTION HAS OBSERVED THAT THE CRITICAL SKILLSETS for a protection-focused analyst overlap with the skills above, but also include:

- Language, familiarity with local traditions, practices, and culture in order to build relationships, establish trust, and engage appropriately.
- Know-how to undertake conflict analysis, stakeholder analysis, risk mapping, spheres of influence, and methods such as foresight analysis, contribution analysis, and scenario planning.
- Experience with engaging in sensitive discussions appropriately, while being aware of issues of confidentiality, informed consent, how to refer when issues arise, and how to speak to children/adolescents.
- Historical, social, and anthropological lenses.
- Communication skills.
- Creativity (thinking out of the box).
- How to analyze large amounts of data from different sources and understand connections/links.

[continued at right]

forums such as the Humanitarian Country Team, donor government, or Nigerian Government engagements, the analyst can work on specific analysis relevant for these topics, so senior management has the information they need to advocate in these settings. The connection with H.Q. advocacy teams has also been strong; they often draw on analysis produced by the analyst to prepare key messages and other materials for global level advocacy efforts.


What are the benefits of having a staff member or team dedicated to analysis, and what sort of challenges do they encounter?


Mercy Corps has observed several advantages to having a staff member analyzing the broader context and its applicability to humanitarian activities. For example, in 2019 there was an extended, strained period of relations between the Government and major INGOs in the northeast. During this time, the analyst focused on analyzing the underlying dynamics impacting the situation and the narratives circulating among affected communities regarding the narratives around INGOs and the government at this time. This analysis provided on-the-ground perspectives of the impacts on communities, particularly perspectives from some of the estimated 100,000 people affected by food insecurity as a result of the tensions and reduced operating space of INGOs, with key stakeholders including the donor community whom Mercy Corps liaised closely with during the situation.

Another benefit of having a dedicated analyst is their role in linking up very knowledgeable staff within Mercy Corps' Nigeria team who have a wealth of information on the context, including front line field staff, with staff in other locations to identify trends and patterns. By working closely with field staff, management teams in Maiduguri, and senior management in Abuja, a layered understanding of situations starts to emerge, shared with various decision-making levels.

Regarding challenges, analysis is relevant to program design and adaptations, advocacy, communications, donor engagements, access negotiation, and crisis management, and it is easy to be pulled in multiple directions. It can be challenging to make time to conduct the analysis while also working with the wider team to apply analysis to the breadth of Mercy Corps Nigeria's work.

In addition, as protection issues grow more acute, sensitivities about the issues increase, and it can sometimes be difficult for people to speak openly about the

 **RBP POINT:** The methodology used for analysis is flexible and able to adapt to changes—both affecting the community and those impacting NGOs ability to operate—in a rapidly changing humanitarian context like northeast Nigeria.

 **RBP ENABLER:** Front line staff, as those who most often interact with the affected population, are often full of important information and insights – ensuring their knowledge is included in analysis is important.

- Interpersonal skills.
- The use of complexity theory and methods to understand dynamic and complex issues.
- Ability to ask the right questions.
- Ability to link analysis to decision-making (not just analysis for the sake of analysis).



Photo by Lauren Seibert, Health
Education Africa Resource Team

protection threats communities face. Having a good operational presence and good relationships can help when sensitivities are high.

What specific skill sets make a good context analyst?

Humanitarian action has a tendency to operate within a ‘bubble,’ especially among the international staff who often end up in decision-making roles. It is critical that those working on context analysis, including on protection, work outside of this bubble as much as possible to ensure they hear different perspectives on contextual dynamics and their historical trajectory to piece together an understanding that offers an accurate analysis to colleagues. This requires a specific skill set and dedicated resources, including staff salaries and time. The skillset for an analyst is specific and can be complementary to more program-focused staff members. Some of the skills Mercy Corps values in an analyst include:

- **Data Gathering:** the ability to collect multiple primary and secondary sources of data, including from more unorthodox sources, then produce relevant and timely information products
- **Understanding the nature of multi-layered conflict** and being able to look at conflict as it plays out politically and in communities.
- **Critical thinking:** the ability to critically engage with lots of information and to objectively analyze and evaluate it.
- **Triangulate and ratify information** — The ability to access and leverage open-source data. In northeast Nigeria, there are multiple conspiracy theories and narratives, so the analysis produced must be backed up by evidence and verified.
- **Getting out and meeting people**, especially local stakeholders who often have important insights into the humanitarian situation. The ability to build relationships and trust over time is key.

This case example is based on a questionnaire filled in by Kerri Leeper, former Mercy Corps Humanitarian Analyst in Maiduguri, Nigeria, in December 2020.

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<https://www.mercycorps.org>



RBP questions to consider:

How could an analyst incorporate the protection risk analysis into its analytical efforts?

How could a dedicated analyst better support program teams seeking to monitor protection risks experienced by crises affected populations?

What additional outcome-oriented methods could strengthen analysis for protection outcomes?

A general analyst can identify trends across multiple sectors and disciplines. How could this multi-disciplinary approach strengthen strategies for protection outcomes?

In a context like northeast Nigeria, where the list of protection concerns is never-ending, how could having a shared understanding of prioritized protection risk patterns help give direction for protection analysis?



Practical Tools to Strengthen Protection Analysis

As part of the broader momentum within the humanitarian community to improve protection analysis for better decision-making and risk reduction, the International Rescue Committee (IRC) and the Danish Refugee Council (DRC) are developing a results-based protection analysis resource package of practical tools tailored to frontline staff, coordination actors, and those steering broader humanitarian strategies. This package includes a [Protection Analytical Framework](#), which was developed in close collaboration with other agencies in the Information and Analysis working Group through the Global Protection Cluster.

Recognizing that there is no one-size-fits-all approach to continuous, context-specific protection analysis, the resource package helps to promote a way of structuring and organizing the information needed for protection analysis which can be contextualized for different crises and organizations; offers clarity on roles and responsibilities in conducting protection analysis from the ground up; and suggests fit-for-purpose tools to assist in making sense of data to enable continuous, improved analysis to achieve protection outcomes for the women, girls, men, and boys affected by crisis and conflict.

The resource package will provide a framework to facilitate:

- Detailed disaggregation of risk factors from the perspective of the affected population.
- Analysis of the relevant individuals or institutions, and of their roles and responsibilities, in relation to the protection concerns identified.
- Analysis of the ability of protection actors and other stakeholders who may exercise influence over those individuals or institutions.
- Building a culture of continuous protection analysis

Before developing the resource package, IRC and DRC completed a mapping of 146 existing tools, guidance notes, trainings, resources, and research studies related to protection analysis. Findings from the resource mapping indicate that there is no generalizable tool for continuous, context-specific protection analysis but rather require a combination of different resources, tools, methods—the key is to choose

An IRC–DRC Project to Develop a Results-Based Protection Analysis Resource Package

Photo by
Abdul Wahab

the methods most appropriate for your specific context and protection risk patterns. In addition to the complete mapping, see here an [annex list of sample resources](#) that all promote certain aspects of RBP. The annex provides a detailed description of 18 sample resources from various organizations, including Translators without Borders, ChildFund, CARE International, ACAPS, and many others.

Drawing on human-centered design principles, IRC and DRC are consulting country-based colleagues in Nigeria and Iraq to learn from the challenges, insights, and experiences of protection analysis doers and users, and test varying approaches to ensure the package speaks to their needs.

Findings and the final resource package are expected to launch in late 2021. To learn more, please reach out to Katie Grant, Protection Analysis Specialist, at the IRC at Katie.Grant@rescue-uk.org

**DANISH
REFUGEE
COUNCIL**





Outcome-Oriented Methods

*Do you know how you'll solve
this problem?*

These methods prompt us
to keep learning, adapting,
and enhancing our response
in light of new learning and
changes in the context.



*Photo by Christopher Glass
IMA World Health
NTD Medicine Distribution*



Photo by Jiro Ose

About This Section

In this section, you will find a collection of examples that emphasize the use of outcome-oriented methods. These are methods chosen that specifically help to analyze, design for, monitor, and measure protection outcomes. They encourage humanitarian to be clear on the protection outcomes we are trying to achieve, to have a theory about how to achieve those outcomes, and to plot a course of action toward them. Outcome-oriented methods prompt us to keep learning, adapting, and enhancing our response in light of new learning and changes in the context.

Why is it key?

In complex humanitarian environments, pre-determined or pre-defined activities are unlikely to adequately address protection risks. The interrelated and changeable context-specific factors that contribute to these risks require a flexible approach focused on results.

How you can do this:

- Design a pathway to change framework that describes the pathways and milestones between the risks people are currently experiencing and the desired outcomes of reduced risk.
- Use problem-solving methods to articulate the desired pathway for changing behavior, attitude, beliefs, policy, and practices. These changes are the intermediary results that help us measure protection outcomes. Examples of methods that help you to design and measure outcomes include the use of outcome mapping, results journals, systems-thinking, human-centered design, Most Significant Change, and outcome harvesting methodologies.
- Integrate methods that promote learning, flexibility, and adaptability in every aspect of your response.
- Use a fit-for-purpose protection information management system that is intentionally designed to monitor changes in risk patterns.
- Invest in monitoring, evaluation, accountability, and learning (MEAL) systems that are part of the program design from the start.
- Continuously engage the affected population on how to reduce risk and to apply community-led solutions wherever possible.



Using Results Journals to Measure Behavior Change of Armed Groups in Maiduguri, Nigeria: Exploring the Use of Outcome-Oriented Methods with CIVIC



Photo by
Sean Sprague

“It is challenging!” This is the narrative that is widespread when it comes to measuring protection outcomes. Why is it so challenging? Is it because of the sensitive nature of violence people face that makes it difficult to gather information? Or is it because humanitarian actors are accustomed to short-term, output-focused activities and methods which paint outcome measurement as challenging? There is no right or wrong response: the truth is a mixture of both. Nevertheless, new approaches, such as Results Journals, are being developed to help ease the process of measuring protection outcomes. To better understand how Results Journals can support organizations in their efforts to measure protection outcomes, this case example explores CIVIC’s use of them in northeastern Nigeria.

What is Outcome Mapping?

Outcome mapping is a method for planning, monitoring, and evaluating projects and programs that aim to achieve lasting social and behavioral change. It was originally designed by the International Development Research Centre in Canada, with the first guidebook being published in 2001. Since then, the method has been developed and used across a wide range of

[continued on next page]

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“Outcome Journals focus on how a program facilitates change rather than on how it causes change, and looks to assess contribution rather than attribution.”

EARL, S.; CARDEN F. and SMUTYLO, T. (2001) ‘Outcome Mapping. Building Learning and Reflection into Development Programs’, Ottawa: International Development Research Centre, p.78

development and program contexts, and has been adapted and built upon by many of the organizations using it. An online learning community has been established to help program managers learn about outcome mapping, and includes a range of useful resources for anyone seeking to learn more. The community is available at <https://www.outcomemapping.ca/start-here>

Outcome journals are one of the standard monitoring and evaluation tools deployed by outcome mapping approaches to measure complex change within a population, community, or institution. An outcome journal is a tool for collecting data about behavior change over time. What makes it a journal is the use of a community-based record of changes over time. What makes it an outcome journal is the focus on behavior changes within the community itself; rather than recording progress in delivering a program or set of activities.

In 2016, CIVIC began operating in Maiduguri, Borno State, Nigeria, in collaboration with a peacebuilding and conflict management consortium. Upon commencing its programming, CIVIC and its partners encountered a significant issue: how could they capture and track changes in behavior—the intermediate results of their programs—that would help them understand whether they were on track to achieve their desired outcomes? How could they know if they were making progress towards protection outcomes, knowing that failure to capture them would mean not knowing if the project was effective and ultimately, successful. In response to this challenge, CIVIC started using Results Journals. Along with the consortium, it refined the tool for the project in Nigeria.

Results Journals, also known as Outcome Journals, draw on [outcome mapping](#) methodologies—which guide an organization to specify its target population, the intended change, and how it plans to facilitate that change. Outcome mapping helps organizations undertake a continuous learning process that helps set out a pathway to bring about change within the community. Results Journals, an outcome-oriented tool, generally capture qualitative information that measures that change. Rather than relying on project indicators and logframes, the tool is designed to be community-friendly. Outcome Journals can be relatively simple, like a chart or spreadsheet in



RBP POINT: Context-specific; adapting methods and approaches to local context.



Photo by Sean Sprague

CIVIC's Results-Journal

DATE	LOCATION	PROBLEM/QUESTION	RESULTS OBSERVED	ACTION PLAN	PROJECT STAKEHOLDERS/ PARTNERS	RELATED PROJECT ACTIVITIES
XX-XX-2019	Community X, Nigeria	The civilians are afraid of going to the farm because they feel their safety and security are not guaranteed; armed opposition groups frequently kill and abduct civilians. For instance, during month X, 3 civilians went to fetch firewood and were attacked by the AOG — two were killed and one remains missing.	The community was worried. Some community members said they reported in incident to security forces, but nothing was done about it. They plan to see the LGA.	The community members plan to visit the LGA Council Chairman to voice a complaint on behalf of the Community.	Civilians in host communities and camps.	Discussion with the community during the workshop.

RELATED PROJECT ACTIVITIES	RELATED PROJECT RESULT/INDICATORS	CIVIC'S CONTRIBUTION TO THIS RESULT	CIVIC POINT OF CONTACT	FOLLOW-UP NEEDED? (Y/N)	IF YES, EXPLAIN	DATE OF FOLLOW-UP	RESULT OF FOLLOW-UP
Discussion with the community during the workshop.	Next steps are captured in action plans and will be implemented as a result of workshops and dialogue between security actors and civilians.	CIVIC strengthened the capacity of the community to report threats to the security forces, leading to an improved relationship between the groups.	Community Engagement Officer	Yes	Yes, Community X in Borno state is a location newly engaged by CIVIC, we are trying to create a platform for relationship building between the civilians and the security forces.	Wk. of XX-XX, 2019	A monthly meeting report is sent in before the follow up date, which indicates that community members spoke to the security forces (through the Emir). A number of security forces were deployed to oversee the security of the areas affected.

PROBLEM/QUESTION — When filling this out, CIVIC uses the “problem/question” space to describe the issues that are identified and raised by community members through community protection committees and during civil-military dialogue sessions. This column is intended to specify what the problem is and where the threat originates.

RESULTS OBSERVED — Results observed are the impact that the recorded problem or question is having on the community.

ACTION PLAN — CIVIC convenes the local protection committee to explore ways that they can mitigate, or address, the problem and whether or not an action plan has been drafted.

PROJECT STAKEHOLDERS/PARTNERS — Relevant project stakeholders and other partners who are working on similar issues, including NGOs, are listed. The list is then assessed, and relevant parties are contacted.

RELATED PROJECT ACTIVITIES — If CIVIC is undertaking a relevant activity as part of their project it is included in the next column, to capture how these activities may influence the results.

RELATED PROJECT RESULTS/INDICATORS — The indicator is listed by the intended project result and/or indicator. In certain cases, other NGOs or actors may be contributing to resolving a problem, so CIVIC's contribution is listed in the following column.

CIVIC'S CONTRIBUTION TO THIS RESULT — As much as possible, CIVC tries to identify what actions they have taken that align with their context-specific theory of change that may have contributed to the result.

FOLLOW-UP NEEDED — Based on the information collected, CIVC may identify additional follow-up action needed. This action is recorded here.

RESULT OF FOLLOW-UP — Any action or consequence arising from the action taken is captured. This can be monitored and compared against the desired results.

★ **RBP POINT:** While the risk equation is often associated with protection analysis, it is just as essential when measuring protection outcomes.

★ **RBP POINT:** Monitoring the situation on a regular, continuous basis provides up-to-date information for analysis.

★ **RBP POINT:** Actions to address identified problems are iteratively built up over time—with regular feedback loops from the affected community.

➔ **RBP ENABLER:** Having supportive systems, resources, and organizational culture in place that encourages staff to spend time needed for effective M&E methods makes this possible for CIVIC staff.

Excel, or a more detailed narrative when the given context is extremely unpredictable. The aim is to capture behavior change within the environment. For protection, that means looking at change within the threat component of the risk equation and measuring whether the vulnerability vis-à-vis that threat or the capacity of populations to overcome the threat has changed.

To better understand how CIVIC uses Results Journals to achieve protection outcomes, we must look at how CIVIC approaches humanitarian protection work and, more specifically, its intended outcomes.

CIVIC aims to protect civilians in armed conflict. In particular, CIVIC directly engages with armed actors, affected communities and policy makers to develop strategies to reduce civilian harm. CIVIC has employed Results Journals in their fieldwork in Borno State, Nigeria. Its frontline staff uses Results Journals to track changes in the environment monthly, looking specifically at the behavior of Nigerian state security forces and allied ANSAs, such as CJTF and CIVIC's contribution to a specific protection result. The information collected in these journals allows CIVIC to adapt its targeted action plans by measuring immediate results, a key step in achieving a meaningful reduction in risk. If the journals indicate that an action plan is not successfully changing behavior and achieving results, CIVIC re-evaluates its strategies and develops a new action plan—establishing an iterative feedback loop.

Moreover, Results Journals help CIVIC engage with local actors, a cornerstone of their approach to humanitarian work. CIVIC Community Engagement staff must talk to community members to acquire the information tracked in Results Journals, and these frequent interactions allow CIVIC to build strong relationships on the ground. Thus, CIVIC's use of Results Journals has fostered a culture of learning and established an effective method of communicating with affected populations—two hallmarks of RBP's Outcome-Oriented Methods.

Related resources on outcome mapping:

➔ [Outcome Mapping Practitioner Guide - Outcome Mapping Learning community](#)

➔ [Outcome Mapping: A realistic alternative for planning, monitoring and evaluation - ODI Background Notes](#)

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“You can’t be in the office and [...] monitor results.”

BULUS MUNGOPARK
CIVIC's Community Engagement
Manager in Maiduguri

★ **RBP POINT:** CIVIC's emphasis on establishing good relationships with the affected community helps ensure that programs are contextualized to the specific risk patterns that exist in each community.

★ **RBP POINT:** Emphasizing the importance of drawing on front-line staff's insights and knowledge.

★ **RBP POINT:** Working directly with the communities to come up with solutions to problems helps humanitarians avoid pre-defined activities and program models.



RBP questions to consider:

How might humanitarian use Results Journals (or a similar tool) to improve how they monitor changes in the threat, vulnerability to specific threats, and capacities of communities to overcome threat?

How could affected populations engage more prominently in collecting information and contributing to the monthly entries in the Results Journals to monitor desired change?

How could this tool be adapted to capture other intermediate changes or results? For example, changes in perception of the risk by community members, or changes in community members' self-protection behavior over time?

How could this tool be used in conjunction with other methods to triangulate key information?

[continued]

Apart from its immediate use of tracking intermediate outcomes, CIVIC uses the journals to collect information in a way that helps maintain project continuity and organizational memory in instances of staff turnover. CIVIC's H.Q. staff uses the outcomes gathered to inform their organization-wide theories of change. Additionally, the H.Q. staff uses Results Journals across different country contexts to identify trends and facilitate cross-project learning. Such identification of trends and patterns helps CIVIC undertake continuous protection analysis.

Although it might look complicated, to start using a Results Journal a few key requirements needed include:

- Access to Excel and basic Excel skills,
- Dedicated frontline field staff able to access tracked information via sound protection analysis,
- Comprehensive training for both program and MEAL staff collecting information and inputting into the journals, and
- Willingness of monitoring & evaluation and program staff to review the spreadsheets to foster learning.

Yes, it might be difficult to traditionally measure protection outcomes. Results Journals, however, as evidenced by CIVIC, present humanitarian with the opportunity to effectively engage with the affected population to understand and prioritize addressing the risks that they are experiencing. Humanitarians can build off of their important work and explore how to use Results Journaling as a steppingstone to reinforce and sustain effective engagement with communities. Above all, humanitarians everywhere should look to Results Journals or other similar outcome mapping tools to improve how they monitor changes in the threat an affected population encounters, their vulnerability to this threat, and their capacity to overcome it.

This case example is based on an interview with Bulus Mungopark, CIVIC's Community Engagement Manager in Maiduguri, and Abacha Kachalla, Project Manager in Maiduguri, in December 2019. Lee Sutton, CIVIC's Senior Advisor for Monitoring, Evaluation, and Learning, based in Washington D.C., also provided input.

LINKS — SEE ENDNOTES, page 61



RBP ENABLER: This helps ensure continuity and lessons learned are not forgotten in the case of staff turnover.



RBP POINT: Organization-wide theory of change is informed by results coming from the field—not the other way around.



RBP POINT: Looking at patterns or trends support continuous protection analysis.



RBP POINT: This tool can be used to share learning from one project site that is relevant for other project sites.

RBP questions, continued:

In what ways could the Results Journals be lightened to lessen the administrative requirement to regularly update entries to monitor change?



Nonviolent Peaceforce & Cure Violence's Experience in Syria



Photo by Silvia Mazzocchin

Relationship-building for Reduced Risk

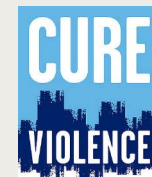
What does it mean to have a truly community-informed and led initiative to reduce violence? Take a look at this example from Nonviolence Peaceforce (N.P.) and Cure Violence—both organizations working in partnership with communities in crises affected Syria.

Humanitarian actors too often respond to crises, including protection issues, with preconceived activities and formulaic notions of what a protection response should be. Rather than implement a set of standardized activities, N.P. and Cure Violence prioritized the need to establish relationships with affected communities. Building on existing community structures, they were able to establish a Community Protection Committee (CPC) that fostered the type of connections, communication, and trust needed to support and enhance community efforts to reduce risk.

In 2016, deaths occurred in the community every time armed groups in the area observed a funeral for one of their fighters. Customary funeral processions for the armed group consisted of a series of gunfire that inadvertently would lead to stray bullets killing members of the nearby community that often led to further violence, fighting, and more deaths of both armed group and community members.

The CPC was an instrumental mechanism to lead negotiations with leaders of the various armed groups in the area and identify alternative funeral processions to honor the dead. One example was the use of a musical band that would play in place of the firing of guns, a suggestion by the mother of one of the armed actors. The alternative worked because it ensured that the approach was accepted to mark respect. Soon after, the local government formed their own band and started attending funerals and requesting the gunfire to stop, showing acceptance and support of this change in behavior. The extensive relationship-building between community members and armed groups, combined with their unique knowledge and problem-solving of local people, were core components that led to this successful intervention to reduce risk.

This case example is based on an interview with Lea Krivchenia, former Nonviolent Peaceforce staff and Thiago Wolfer, current head of mission in South Sudan. The case example is based on Nonviolent Peaceforce's work in Syria from 2017-2019.





Communities Care Project in Somalia

There is a misconception that humanitarian action is all about needs and services. Fundamental to protection is to ensure prevention strategies are prioritized to reduce new and emerging patterns of risk that crises affected populations are experiencing.

UNICEF's "Communities Care" project in Somalia is a good example of programming that both provides services to gender-based violence (GBV) survivors and simultaneously promotes social norm change to prevent or reduce the violence.

UNICEF's project places communities at the center and aims to:

- Strengthen community-based care and support for GBV survivors.
- Engage with populations to reflect collectively on vision, values, rights, beliefs, and norms.
- Explore community beliefs, behaviors, and benefits of change related to gender, power, and violence.
- Achieve commitments by communities to change and demonstrate it publicly.
- Communicate when change is happening.
- Build an enabling environment that can foster the prevention of GBV.

As seen in other examples, a key factor for success is to establish strong, trusting relationships between the humanitarian actors and the affected community—and among community members themselves.

UNICEF's partner organizations who implement the project in Somalia hold sessions with 10-15 community members who commit to participating in the project over 13 weeks. This allows participants to get to know one another and encourage discussions on sensitive topics. Understanding the underlying beliefs, attitudes, and values that drive violence provides critical information for managers to design projects intended to change those that are harmful. For example, if there is a prevalent belief that rape is acceptable, addressing this belief in a sensitive way can contribute to risk reduction for those who are the target of rape. Due to the sensitivities of these discussions, excellent facilitation skills are required. The sessions culminate in an agreed-upon action plan for translating the discussions and verbal commitments into action.

UNICEF's Social Norm Change Initiative for Risk Reduction

Photo by Christian Fuchs, Jesuit Refugee Service/USA

This project started in two districts of Mogadishu in 2014 and was scaled up in 2018. Project results indicate key changes in personal beliefs among project participants on issues such as protecting family honor, husbands' right to discipline their wife, and response to sexual violence. There is also evidence to suggest that these changes in personal beliefs have led to broader social norm change within the community that has contributed to a reduction in specific types of GBV incidents.

In addition to the importance of relationship and trust-building, one key aspect that made this project possible is the long-term timeframe. While project cycles may be short-term, having a longer-term vision and strategy helps to maintain a focus on a variety of changes that can be captured in the short and long term that can be measured for GBV prevention. The multi-year funding source and vision have enabled the project to learn and adapt, ultimately proving essential for addressing social norm changes.





A Community-Based and Adaptive Program to Reduce Protection Risks: Oxfam's Experience in the DRC



Photo by Jiro Ose

Many NGOs utilize community-based approaches to carry out protection programming. How can organizations ensure that their programming remains impactful and relevant to immediate needs in instances of prolonged conflict? One common challenge with these programs is that they are frequently pre-designed, based on what the organization does in other contexts, and lacking channels for immediate feedback as soon as new challenges arise. Oxfam's experience with Community Protection Committees (CPCs) in the eastern Democratic Republic of Congo demonstrates how a community-based approach can be done in a results-oriented way that embraces adaptability to reduce protection risks.

From the way the CPCs are formed (elected by community members) to the underpinning analysis for identifying protection risks (a power analysis that is regularly updated), this case example showcases how Oxfam embraced learning and was open to adapting its approach to CPCs in response to the needs of the affected community and thereby achieved better results. This culture of adaptability was due, in part, to multi-year donor support to allow for program iteration.

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“The programme was designed to support people to take action to improve their own security—often this was through addressing power imbalances between men and women and duty bearers.”

OXFAM: [Community Protection Committees in Democratic Republic of Congo](#), pg. 4



OXFAM



RBP POINT: An approach (rather than a prescribed program) that allows communities to adapt to events. It focuses on behaviour change by shifting local dynamics and building adaptive capacity.

What is Oxfam's approach and how does it build on the community's perspective?

In the eastern Democratic Republic of Congo, Oxfam is helping local people to assert their rights and seek protection from abuses by those in positions of power. The program uses a community-based approach that draws on Community Protection Committees, made up of six men and six women elected by their communities to ensure accountability and credibility. What sets this community-based approach apart from others is the value placed on learning and adapting the program in real-time to better achieve results.

A “women’s forum” is also established to focus on protection issues that particularly affect women. In addition, “change agents” are elected from further remote villages or locations to expand the geographical impact of the CPC’s work. The change agents act as links between their community and the CPCs by relaying information from their communities to the CPCs for inclusion in the community protection plans and taking information and sensitization messages back to their communities.

Beyond the CPC, a strategy known as Réunions Mixtes (R.M.s) was developed. R.M.s are monthly coordination meetings with program members and local authorities. These meetings provide a platform for communicating with the police, army, civil administration, legal officials, and traditional leaders. Each month reports of abuses are shared, issues of common concern are discussed, and remedial actions are agreed upon in the form of community protection plans.

Oxfam and partner staff support these groups to help conflict-affected communities identify the main risks they face, and the actions they can take to mitigate them. They facilitate links with local authorities and provide training to civilians and authorities on legal standards and laws relating to protection issues, as well as providing orientation to service providers.

A close observation of broader power structures informs the program, enabling . At the start of activities in a new area, a power analysis is carried out and updated every three months. An evaluation in 2011 identified that the power analysis often focused on formal power structures (e.g., local government, army, police) and neglected informal structures (e.g., village chiefs, faith institutions), which prompted an adaptation of the approach to analysis.



“In the Kivus, a number of CPCs said their main concern was the illegal roadblocks, where illegal “taxes” to pass are demanded, men experience physical assault, and women risk assault or rape. One protection committee negotiated the removal of five out of seven of these checkpoints.”

[OXFAM: Community Protection Committees in Democratic Republic of Congo, pg. 9](#)



RBP ENABLER: Investing in relationship-building with authorities, which enables the ability to negotiate for changes that reduce protection risks.



RBP POINT: Investing in multi-disciplinary coordination among local actors can lead to multi-disciplinary strategies driven by communities themselves.



RBP POINT: Builds on the community's perspective in terms of existing and priority risks, and also in strategizing on how to reduce them.



RBP POINT: Great example of an NGO supporting the community to engage with the source of the threat to reduce violence.



RBP POINT: Exploring relationships of power as part of continuous, context-specific protection analysis.



RBP POINT: Using a community-based approach that support ownership, better analysis, and community-based initiatives that are relevant and more effective than outside interventions.

Local partner NGOs implement most actions to address risks, and it has been very difficult for partners from outside a community to earn local respect. The most effective partners are those that come from within the communities in which they are working, as they tend to have a nuanced understanding of local power dynamics and politics, good relationships with community members and local duty bearers, and often have significantly better access to target communities than Oxfam.

How does Oxfam's community-based approach support adaptability, and how has this led to meaningful results?



RBP POINT: Using a context-specific, conflict-sensitive approach that reflects the reality of this specific context.

With many authority figures implicated in protection abuses, Oxfam adopted an approach of “positive engagement” rather than direct confrontation. Issues that would have resulted in confrontation with authorities if addressed at the local level have been dealt with in other ways—for example, regular protection monitoring reports are escalated upwards for action, and linking with their advocacy team has allowed for certain issues to be raised at higher levels where relevant.



RBP POINT: Invest in building relationships that can contribute to future change in attitudes, behaviors, practices, etc. that can reduce protection risks. Having strong relationships can also provide insight into program effectiveness and possible adaptations to be made.

A crucial factor in ensuring that authorities participate in meetings has been building relationships slowly and finding ways to develop trust. It is important that the authorities do not feel that they will be blamed for what has gone wrong, but that the CPC is there to ask for help and cooperation to move forward. The most effective CPCs have run training and sensitization activities with good results.

Operating in such a complex and turbulent environment has raised some important challenges for the program. Luckily, this program is designed to adapt and grow as new challenges arise. An example of one such adaptation to the original program design includes the introduction of “change agents” as multipliers. In addition, due to the numerous NGOs present in South Kivu, committee members are often members of multiple committees and therefore have little time to dedicate to protection work. In areas where there was heavy NGO presence, particularly in South Kivu, the program therefore moved to a system of Comites de Synergie. These were meetings with the representatives from each CPC already existing in the village—creating a community cluster system. This allowed for a collective voice and joint advocacy. In one example in Lubero territory, North Kivu, this collective voice was very effective in convincing a local Mayi Mayi militia group to leave the village without a fight with the National forces, minimizing harm to civilians. A three-year grant allowed the team enough time to learn and adapt the program to be more effective.



“In one instance, a local state representative in one area was exploiting displaced people (IDPs) to dig latrines or work the fields without pay. The CPC responded by inviting him to meetings alongside IDP representatives, so that they could get used to talking directly with one another. They held a training session for both (with members of the local community) on the guiding principles on the protection of IDPs. The training was a way of getting the message across without the local official losing face and contributed to changing his attitude (an intermediate result on the pathway to reduced risk).”

[OXFAM: Community Protection Committees in Democratic Republic of Congo, pg. 7](#)



Photo by Jiro Ose

Finally, in certain areas, Oxfam became aware that the formal structures of the CPC meant that individuals were at risk of being targeted with violence or intimidation when the official project period finished and Oxfam and partners were no longer physically present to support ongoing activities. Therefore, exit strategies are discussed very carefully in every community throughout the duration of the project. Where continuing activities are deemed to potentially pose too much risk to committee members, structures are dropped, or activities are kept but with a very low profile. When considering post-project strategies, some committees choose to focus on less contentious issues or to disband.

The time and resources invested in adapting the program helped achieve several important results. According to an external evaluation (Oxfam 2012, unpublished), some key achievements of this program include:

- A reduction in human rights abuses and improvement of the general protective environment.
- Improved knowledge of the population on human rights and protection laws.
- Better relations with the legal authorities leading to improved accountability.
- Significant improvement regarding gender equality (building women's capacities and enabling them to speak up about their specific concerns, addressing discrimination against girls in school enrolment, women's inheritance rights, etc.).
- Strong community ownership and commitment of the community volunteers.
- In terms of advocacy, the presence of the committees allows for solid community-level information to be passed to the advocacy team, thereby informing Oxfam's broader advocacy efforts.

This case example is based on excerpts from Oxfam active citizenship case study "[Community Protection Committees in Democratic Republic of Congo](#)" ([openrepository.com](#)) by Duncan Green (2015). This example was also shared during the first InterAction Results-Based Protection Practitioners' Roundtable in 2013.



RBP questions to consider:

How might Oxfam draw on discussions during Réunions Mixtes to track changes in the threat, vulnerability to specific threats, and capacities of communities to overcome threat?

What additional outcome-oriented methods could strengthen analysis for protection outcomes?

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<https://www.oxfamamerica.org>

<http://bit.ly/oxfamlibrary>

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<http://bit.ly/oxfamlibrary>

Endnotes

LINKS

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<https://www.sida.se/en>

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<https://interagencystandingcommittee.org/iasc-protection-priority-global-protection-cluster/iasc-policy-protection-humanitarian-action-2016>

https://www.globalprotectioncluster.org/_assets/files/news_and_publications/hct-protection-strategies-provisional-guidance-final-september-2016.pdf

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<https://civiliansinconflict.org>

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<https://www.outcomemapping.ca/start-here>

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<https://www.outcomemapping.ca/outcome-mapping-practitioner-guide>

<https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/5058.pdf>

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<https://www.nonviolentpeaceforce.org>

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<https://www.unicef.org>

<https://www.corecommitments.unicef.org/kp/building-the-evidence-unicef-communities-care-transforming-lives-and-preventing-violence-programme.pdf>

The case example on page 56 is based on engagement with Brendan Ross, Chief of Child Protection with UNICEF-Somalia leading the Communities Care Project. This example was presented at a webinar session during the annual GPC Forum in October 2020, that was co-hosted by InterAction, UNICEF, and Plan International to highlight GBV prevention efforts.



Photo by Antonio Aragon Renuncio



For More Information:

interaction.org/topics/results-based-protection

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Photo by Apratim Pal