

## Multi-Disciplinary Strategies

Do you know who is relevant to solving the problem?

Results-based protection requires the strategic involvement of international organizations, international peacekeepers, development agencies, government agencies, NGOs, civil society organizations, community-based organizations.

### WHY it is a key element:

A comprehensive reduction of protection risk can rarely be achieved by protection actors alone. Achieving protection outcomes will usually require collaboration and complementary action across sectoral and disciplinary boundaries.

### HOW you can do it:

- Identify stakeholders with an interest in or influence over a protection outcome.
- Undertake a power analysis to understand the relationships between key stakeholders and who and what influences those with most power over protection outcomes. Use that to inform your strategy. Review and update this power analysis over time.
- Understand and engage with the different mandates, strategies, priorities, and perspectives of different stakeholders. Initiate multi-sectoral and multi-disciplinary collaboration from the early stages of analysis and strategy development.
- Remember that collaboration, cooperation, and coordination are not ends in themselves; focus on how the collaboration contributes to the desired protection outcomes.
- Recognize that who you work with and how will be influenced by:
  - security or other risks of collaborating
  - levels of trust between stakeholders
  - the degree to which stakeholders share common protection objectives

### The key elements of results-based protection are:

- 1) Continuous context-specific protection analysis
- 2) Outcome-oriented methods
- 3) **Multi-disciplinary strategies**

Separate briefs are available for each element.



### Good practice example: Save the Children 'Protecting Women and Children' through support to civil society and the Family Protection Department in Jordan<sup>1</sup>

"In 2005, Save the Children partnered with the Government of Jordan and civil society organizations to develop a collaborative, multi-disciplinary child protection system .... The partnership focused on developing the capacity of government staff, civil society organizations and the National Council of Family Affairs, an umbrella organization that supports the coordination of government entities and civil society on family issues. These partnerships strengthened local reform processes and strengthened comprehensive child protection systems, through the dialogue and cooperation between Danish and Jordanian governmental authorities and civil society organizations. Save the Children also supported civil society organizations to reinforce their efforts to end violence against women and children, by offering technical knowledge and skills training to empower these organizations to act together and individually to undertake advocacy initiatives. The project made a special effort to engage marginalized and hard to reach communities and consulted with community leaders to make efforts relevant and durable". This multi-level program had a clear view on the roles of different actors across government and non-government agencies and the community in achieving child protection outcomes.

"The root causes of violence and abuse are complex. Combating them requires the work of many parties; we must work in multi-disciplinary teams" - *The National Council for Family Affairs, Jordan*

### Key elements

- the capacities and expertise different stakeholders can bring.
- Identify what type of collaboration is possible and is most likely to be effective. Note that there is a spectrum of collaboration and collective action, from tightly coordinated relationships such as formal partnerships and consortiums through to loose commitments and interaction.

"A concerted effort by all agencies to use their different mandates, expertise, resources and networks to meet commonly identified protection needs and desired outcomes for threatened populations can dramatically increase the likelihood of that protection being realised. [This] does not mean every agency doing the same thing. Instead, it involves each agency doing what it does best and what it is best placed to do. Such diversity of programming but unity of effort can be a significant protection multiplier" – *Protection: An ALNAP Guide for Humanitarian Agencies Guide, 2005.*<sup>2</sup>

#### **WHAT you need to do it:**

- Ensure a common understanding among collaborating stakeholders of the protection outcome you are trying to achieve.
- Define the role of different stakeholders in this collective effort and understand how the agreed outcome fits with the overall goals of each institution or stakeholder.
- Develop and update stakeholder and power analyses to underpin who you engage with and how.
- Cultivate effective relationship-building skills among staff of the different organizations and develop the ability to work with diverse stakeholders and navigate conflicting opinions and positions.



#### **Community protection committees in DRC: Stakeholder and power analysis informing multi-actor action<sup>3</sup>**

"A close observation of broader power structures informs the programme, and is highly localized and fluid... At the start of activities in a new area, a power analysis is carried out, and updated every three months. An initial evaluation in 2011 identified some weaknesses, which were subsequently addressed: the power analysis often focused on formal power (e.g. local government, army, police), neglecting informal structures like 'sages' committees, which still exist in some communities although in others they have lost influence. Similarly, traditional authorities, such as village chiefs, are more influential in some communities (especially in more isolated areas), while formal administrative authorities are dominant in others, such as the major towns. Faith institutions are also influential, but to varying degrees".

"The core of the change strategy is the promotion of some 30 [Community Protection Committees], women's fora and change agents. Almost all of the protection work is implemented by local partner NGOs. It has been very difficult for partners from outside a community to earn local respect. The most effective partners are those that are from the communities in which they are working and that employ community mobilizers from within those communities. They have a more fine-grained understanding of local power and politics, good relationships with communities and local duty bearers, frequently have significantly better access to target communities than Oxfam, and are often present beyond the project cycle. In the early days of the programme, Oxfam's previous involvement with water and sanitation programming, and community-based water committees, played an important role in building the foundations of trust that underpin the work. Oxfam staff and partners also facilitate links with local authorities, and provide training to civilians and authorities on legal standards and laws relating to protection issues".

Need more guidance and resources about multi-disciplinary strategies?



## Results-Based Protection: Facilitator's Guide and Materials

### Key elements

- [Hyperlink to KE 2 Module](#)
- [Hyperlink to KE-2 Additional Resources](#)

---

<sup>1</sup> Extracted from Save the Children (2013), *Protecting Children and Women from Violence in Jordan through Support to Civil Society. Child Protection Case Study* and Save the Children (2013), *Protecting Children and Women from Violence in Jordan through Support to the Family Protection Department. Child Protection Case Study*

<sup>2</sup> Slim, H. & Bonwick, A. (2005). *Protection. An ALNAP Guide for Humanitarian Agencies*, ALNAP. p45

<sup>3</sup> Extracted from Green, D. (2015). *Community Protection Committees in Democratic Republic of Congo*, Oxfam