

## Results-Based Protection

### Field Consultation and In-Country Practitioners' Roundtable on Program Design

#### Lebanon

March 2-11<sup>th</sup>, 2015

#### I. Overview

The field consultation in Lebanon provided a practical opportunity for the Results-Based Protection Program to explore the critical components of program design that support a results-based approach to protection. Among the findings, five themes emerged: 1) validation of the three characteristics that were identified from the on-line discussion forum on [Designing for Results](#)<sup>1</sup>; 2) information and knowledge management; 3) inter-agency coordination for protection; 4) articulating a collective vision (based on agreed theories and assumptions) to achieve protection outcomes; and 5) reflection and iterative processes. The summary below articulates the findings surrounding each of these issues strengthening the approach to program design in order to improve results-based approaches to protection. The report concludes with opportunities and action points to move the discussion and learning forward.

#### II. Background<sup>2</sup>

The InterAction-led initiative on Results-Based Protection is in its second phase of further exploring and testing key elements that support better results for protection programming during humanitarian crises.

Following an in-person meeting of the Results-Based Protection Learning and Steering Group (LSG) held in October 2014, members prioritized an exploration of how key elements of Results-Based Protection factor into program design.

As a starting point, in December 2014, a three-week online discussion forum explored key characteristics and examples of a results-based approach to the design of protection programming. The forum led to an interesting discussion of both the essential aspects of design that should be included to achieve results and persistent barriers to design in the first place. Three characteristics emerged over the three-week discussion included:

1. **The Entry Point for Design: A Problem-Solving Approach.** This entails expressing the methodological steps to be carried out during the response that can help to interpret the context-specific action and shifts in action necessary to address patterns of risk. Programs are

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<sup>1</sup> Designing for Results: The Top Five Characteristics of a Protection Program Designed to Bring About Results (2015); <https://protection.interaction.org/plan-design/>

<sup>2</sup> See Annex 1: Terms of Reference

designed not by way of activities, but by methods that can inform the appropriate action. For example, the design process should illustrate how agencies will identify community-led solutions; engage with affected populations throughout the program cycle; develop a theory of change underpinning the response, among others.

2. **Flexibility.** The first characteristic (problem-solving) underscores the importance of accounting for a changing environment embedded not only in the program design itself but in the organizational and policy environment surrounding the response. Flexibility in design was described in terms of how structure, monitoring, funding, and internal organizational mechanisms and processes adapt to changes in the crisis as well as how relationships and events may influence the response.
3. **Designing for Contribution.** The design of a program to achieve results would identify and acknowledge the contributing factors within the framework of the design—both by other actors and the agency’s intended contribution—that address the protection priority. Contribution is seen both in terms of other actors/stakeholders and the diverse modes and sectors of the response to comprehensively address the protection issue.

To better elaborate and ground these findings in practice, an in-country consultation in Lebanon was organized. The core objectives for the in-country consultations were:

- *To gain input from key stakeholders on their perspective as to what constitute the necessary elements required within the program design phase that support a results-based approach to protection.*
- *To identify the elements within a protection strategy that contribute to results and how these shape program design.*
- *To learn about the challenges and opportunities key stakeholders face in practically applying criteria to the design phase of a response to achieve protection outcomes.*
- *To explore how individual programs/projects from different actors link to a wider protection response for the given crisis—either by operationalizing the Centrality of Protection or linking to efforts of system-strengthening.*

### III. **Methodology**

The methodology used during the in-country visit consisted of bi-lateral conversations with INGOs, national organizations, UN agencies, and ICRC. A one-day practitioners’ roundtable<sup>3</sup> was also held to facilitate a joint discussion on program design and the use of a theory of change or causal logic exercise<sup>4</sup> to support a results-based approach to protection.

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<sup>3</sup> See Annex 2 for Practitioners’ Roundtable Agenda

<sup>4</sup> See Annex 3: Causal Logic Exercise

#### **IV. Key Issues**

##### **1. Validation of the three characteristics that were identified from the on-line discussion forum on Designing for Results<sup>5</sup>**

###### **a. Problem-Solving**

The consultations in Lebanon underscored the need to shift away from pre-defined activities and emphasize problem-solving whereby program design is informed by method and approach. Several examples demonstrated -- both organizationally and within interagency forums -- a pressure to deliver agency-driven models and/or activities without first analyzing the context-specific issues and responding appropriately. Pressure emanates from donor and UN agency-driven priorities, organizational mandates, and technical models used in other contexts.

For example, several organizations participating in the Gender-Based Violence (GBV) working group pushed to ensure that women's centers were established in several of the locations throughout Lebanon where Syrian refugees were residing. The use of women's centers to provide services both for the prevention and response to GBV has been used in many places, particularly in Africa. This is a standard activity that GBV actors gravitate towards when responding to GBV. However, the agencies that pushed for this approach acknowledged that context-specific program design was not used. Six months after the women's centers were fully functional with dedicated resources, staffing, and training, implementing organizations realized that women and girls would not use them. Most female Syrian refugees will not leave their homes without being accompanied by a male relative or another member of the family. Centers set up to cover several districts left a large percentage of the female population unable to access the services. Several of the organizations that were consulted were in the process of shifting their programs to mobile clinics to address this challenge.

The creation of child-friendly spaces was also an activity that some organizations felt obligated to implement. Although donors were reducing funding for such activities, organizations continued to use this approach drawing internal funds despite little analysis demonstrating that child-friendly spaces were necessary. Several organizations had opted to use existing child services and schools or were transitioning child-friendly spaces into alternative uses. Similar to women's centers, child-friendly spaces were models designed and used in other contexts but without a proper analysis, the activity did not always lead to an effective intervention that would produce results. The launching of the activity was driven by a pre-determined organizational model rather than based on an analysis to determine the appropriate method for reducing risk.

Consultations revealed a need to progressively analyze the protection issues over time and through engagement with multiple actors, including the affected population. Launching a set of standard protection activities too quickly backfired and forced a shift in programming resulting in wasted resources—human, capacity-building, and funding.

Several organizations did emphasize that regularly engaging with affected populations helped to identify the best approach. Using a variety of methods—community meetings, focus groups, protection committees, house-to-house interviews, informal social opportunities—contributed to building relationships, trust and encouraging an open dialogue.

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<sup>5</sup> Summary and Analysis Paper: Designing for Results—the top five characteristics of a protection program designed to bring about results, January 2015 <http://protectioninteraction.org>

Donor and organizational pressure, however, undermine this dialogue and relationship-building when funding sources prioritized certain types of activities over results. The entry point for program design to achieve results is a methodological approach that allows multiple actors, including the affected population, to understand the nuance of complex issues being addressed and to shape and inform the response.

A few organizations with funding flexibility had the freedom to design and implement programs using an appropriate methodology, based on a solid risk analysis and with the active roles of affected populations. However, these efforts were often overwhelmed by an influx of organizations carrying out activities involving the same populations, often on the same issues, but using more formulaic programming models. This has resulted in parallel structures and tensions with affected populations. In some instances, NGOs are unsuccessful in encouraging a more coordinated or modified approach and ultimately withdraw from the area.

One organization described their intentional approach to relationship-building with the community that took approximately 6 months to establish. New funding was accompanied by pressure to speed up the process, forcing them to abandon their approach. This requirement not only led to a shift in the dynamics between the organization and community, but it limited the organization's understanding of the context-specific needs of the community.

Organizations recognized the need to further engage more effectively with affected populations to ensure the response was relevant and addressed protection priorities. Some organizations established a practice to strengthen information flow between beneficiaries and program staff on a regular basis to ensure views from the community could inform the response. Other organizations were starting to invest in understanding community-based protection mechanisms to strengthen their ability to effectively respond and build from existing coping strategies.

#### **b. Flexibility**

The consultations in Lebanon highlighted several factors that either allow for flexibility in program design or restrict it, depending on the approach used by donors and UN funders. The stricter the requirements (e.g. for example, the inability to change activities, timeframes, target population), the less likely they were open to changes in design. What often increased the room for flexibility was the ability of the donor to visit field locations and engage both with affected populations and program staff implementing programs. Regardless of headquarters pressure; flexibility emerged when donor staff in-country could experience the practical reality of the response. This opened up the possibility for shifts in program design, objectives, and expected outputs.

Flexibility also meant that organizations that diversified their funding sources had more leeway to make decisions about what actions were needed to address protection issues. Rather than respond to donor demands, organizations with multiple funding sources could choose to avoid activities that were inappropriate. It also meant that with a diversified funding base, organizations could continue programs regardless of short funding cycles. Having a diversified funding source was seen as critical when trying to achieve measurable results. Short funding cycles could lead to an abrupt halt to an initiative or gaps in periods of time before additional funding was secured. This damaged the trust built with the affected population and necessitated intense efforts to reestablish relationships in order to continue to the response.

Finally, organizations with rigid organizational models were often constrained to problem-solve and change program design without running up against pressure from headquarter or senior leadership. An initial response was almost always driven by standard organizational activities, regardless of whether or not it was contextually appropriate. Program reviews—often 6 months later—were sometimes the only means for justifying a shift in how the response should change. As noted by several actors, however, taking corrective action six months after the start of a response wastes valuable resources and undermines trust of affected populations.

### **c. Contribution of Relevant Actors**

There is a need to look at the multiple actors and methods required to address risk in order to achieve a protection outcome, although current structures and systems prevent this from happening.

It was noted that the current protection strategy by the protection working group lacked an articulated underlying causal logic to the response and a limited analysis of the protection issues. Lacking these critical pieces constrained the depth of the discussion between actors. Conversations within inter-agency protection meetings focused on what actors could do or where services were missing rather than highlighting the contributions needed to strategically address risk. An exercise to develop a causal logic (i.e. theory of change)<sup>6</sup> at the practitioners' roundtable affirmed the desire of actors to be more reflective and take note of the particular milestones and contribution of actors needed to support the achievement of protection outcomes.

Ineffective consultation among actors both within protection working groups and between other sectors inhibited relationship-building which had a direct impact on consensus-building—which is recognized as essential when designing for the contribution of other actors. This was noted as a critical role that the coordination teams should play but the lack of autonomy by the coordinator prevented genuine conversations from taking place.

Consultations with multiple stakeholders revealed that there are mixed practices in terms of engagement with other actors to achieve a protection outcome. This often depended on the protection issue being addressed. In some instances, agencies worked in silos to implement their standard activities,. In other instances, strong referral pathways were established to create linkages between sectors to ensure a comprehensive response. Despite formal and informal partnerships, these linkages did not necessarily reflect a common pathway to achieve results or a specific protection outcome, but rather served as a mapping of services to respond comprehensively to identify gaps.

## **2. Information and Knowledge Management**

Information plays a critical role in protection analysis, development of a causal logic or theory of change to reduce risk, program design, advocacy and shaping policy responses to crisis, situation monitoring, and ongoing adaptation of programs and protection strategies. Throughout the consultations and the practitioners' roundtable, information management, data, and protection monitoring were raised as major challenges and weaknesses in supporting program design for protection.

The Results-Based Protection Program is exploring five components of information management to better understand the significance of each for results-based methods and contributing to protection outcomes. These include:

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<sup>6</sup> See Annex 3: Causal Logic Exercise

- 1) The people who are involved in both collecting and providing information
- 2) The process set up to collect, manage, and analyze data
- 3) The structures and policies in place that ensure standards and ethical practices on information management and information sharing are upheld
- 4) The organizational and/or inter-agency leadership or objectives that steers the strategy, purpose of data collection, and use of information
- 5) The information itself and its use to support decision-making

How these five components come together in an effective coordinated manner underpin the role of information for results-based methods to achieve protection outcomes.

The consultations in Lebanon identified several challenges including:

- A disconnect between the response to address protection issues and the purpose of collecting information through protection monitoring
- An overwhelming feeling of having too much information but with no strategic direction on how to use it or whether it is even useful
- Given limited human resources and stretched capacity, the need for external support to better manage and analyze data
- Limited funding, support, and capacity invested in information management systems both within organizations and inter-agency fora
- Lack of transparent processes on the use of data (i.e. within inter-agency fora)

Agencies noted several examples emphasizing the need for improved methods and transparency in regards to data collection and analysis. A lack of transparent processes regarding the purpose of data and how it will be used contributes to the reluctance of various actors supporting joint data collection and analysis. Pressure from funding agencies forced implementing organizations into contractual requirements to report data but without opportunities to engage in the analysis of the data. Agencies that had more autonomy and were not obliged by funding requirements to report data had more opportunity to decline the sharing of data where transparency was lacking. Unfortunately, however, there has not been corrective action to increase transparency and, rather, those opting out of data sharing due to lack of transparency tend to then be excluded from discussions, analysis, and coordination concerning the strategy and response.

Participants in the practitioners' roundtable in Beirut and the two-hour focus group discussion in Bekaa noted that data collection was happening both at an inter-agency and agency level at significant rates, but with very little strategic purpose. Management of the data was especially weak. Although they acknowledged that collection of standard data could be used to help understand trends, there was no effort to identify additional information that could be used to explore patterns of risk associated with these trends in a level of detail needed to develop more robust analysis and strategies for response. Data on trends focused heavily on quantitative information or incidents but was not always analyzed further using qualitative data to understand context-specific patterns.

The ineffective use of data and the system to manage it limited whether or not data could be used to inform results-oriented program design.

Actors were in agreement that significant investment was needed in information management. Recommendations pointed to a desire for external support to ensure autonomy and transparency within the information coordination process.

### **3. Inter-agency Coordination to Achieve Protection Outcomes**

One agency noted that without effective coordination it is impossible to undertake a results-based approach but it should not be assumed that coordination is functional and effective. . A lack of a safe and conducive space to raise issues that questioned the current approach to protection and various reasons for inflexibility in program design, as noted above, were underscored as the main challenges. Weaknesses in coordination has meant minimal analysis activity-driven responses that did not always respond to the priority risks people were facing across the different contexts within Lebanon.

Consultations also indicated that INGOs and other actors lacked a voice to raise issues and demand more from coordination. An inability to raise concerns was sometimes attributed to the funding relationship that many NGOs had with UN agencies, but it related to who participated in the discussions and whether or not individual organizations felt there was consensus to raise issues. On many occasions, having the government of Lebanon participate in working group meetings limited the openness of discussion. This was not only a matter of whether or not to raise issues when government policies and actions might be counter to a humanitarian response, but whether agencies would risk their legal status to stay and operate in country. Recognizing this challenge, the NGO Forum within Lebanon established a protection working group to strengthen collaboration among INGOs to discuss issues and collectively decide how to address concerns.

### **4. Collective Vision**

It was clear through the consultations and practitioners' roundtable that agencies were not always on the same page in terms of what should be done to address protection issues. Many of the challenges raised above contribute to this problem.

The practitioners' roundtable included an exercise to develop a causal logic to help reflect on their assumptions about risks faced by affected populations, the threats, vulnerabilities, and capacities associated with the risk, and the current response to address these risks. It illuminated a value in coming together to both analyze an issue but to collectively work together to determine the appropriate response. Although the exercise was necessarily somewhat limited due to time constraints, insufficient data feeding into the analysis, and participation, it did reveal a need to regularly assess the causal logic and assumptions that drive both a protection strategy and program design for protection.

Furthermore, at an organizational level, there was a disconnect between program design and those implementing the program. When staff implementing the program were invested, fully informed, and had shared decision-making in how the program was implemented, a cultural shift from "doing business as usual" took place within the team/organization allowing for daily reflections around the purpose and effectiveness of the response.

Enabling staff the flexibility to shift program activities and methods to reflect current realities on the ground led to better results rather than be tied to a pre-determined set of activities. One organization highlighted the use of 'reflection journals' as a way to empower staff to be reflective and make decisions based on a commonly shared vision—not simply completing activities listed within a proposal.

Accountability to the donor then translated into richer dialogue about program priorities and necessary shifts required to achieve a protection outcome.

A collective vision was highlighted as one element that could support a more results-based approach to protection, enabling discussions on the causal logic underpinning a response and what steps and actors were required to effectively reduce risk. Without it, organizations operated in silo, sometimes with different visions for change, leaving gaps unaddressed and an incoherent response. Regardless of the vision, however, there is a need to ground the vision in reality to ensure that any corresponding strategic response and program design be practical given the contextual environment of the crisis.

## **5. Reflection and Iterative Processes**

A final key finding highlighted the need for an iterative process that generates reflection, analysis, engagement of multiple stakeholders, and a dedicated space that allows for changes in program design.

There was a tendency to say that the rapid state of the crisis environment precludes the opportunity to reflect, analyze, and think through current and future protection scenarios. At the same time, however, agencies pointed out that it was not about the rapid response that prevented reflection, but that reflection is not prioritized. Before fully programming, agencies need to be committed to having the discussions that lead to a better understanding of the crisis environment. Questions should be raised as part of the process that enables, or even requires, reflection on a continuous basis allowing for an iterative adaptation of responses.

Without this practice, there is a greater likelihood that programs could undermine local capacity and self-protective mechanisms. Committing to an iterative practice of reflection from the start of an assessment and analysis underpins a more results-based approach to protection. Skipping this step at the onset means that reflection is likely to be part of periodic program monitoring and reviews, but more continuous flexibility and shifts in program design for protection outcomes will be lacking.

Organizations attending the practitioners' roundtable noted that there were ample opportunities to reflect on specific protection issues, such as eviction of refugees from homes/informal settlements, but that it was simply not done. Other priorities took precedent. For example, coordination may prioritize a focus on the development of indicators or meeting the deadline for input into a strategic response plan, but the discussions on protection analysis, scenario planning, vision for change, and reflection on the patterns of risk were often glossed over in favor of more bureaucratic requirements of the system.

## **V. Opportunities**

Despite the challenges observed, there were a number of opportunities that emerged from the in-country visit.

- **Practitioners' Roundtable Causal Logic Exercise<sup>7</sup>**

The practitioners' roundtable on program design using an exercise to explore the causal logic behind a protection issue proved to be significant not only for discussion but practically supported actors on the ground by creating an environment for reflection and discussions about adjusting current approaches to protection.

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<sup>7</sup> See Annex 3: Causal Logic Exercise



This exercise was particularly helpful to participants to take a step back and question their assumptions about the risks affected populations are experiencing and the threats, vulnerabilities, and capacities factoring into this risk. For example, as participants began to explore eviction of Syrian refugees from formal and informal settlements, it was recognized that the language used focused heavily on the vulnerability of women and children. However, this was based on an assumption but not grounded in the context. After further analysis it was noted that young men and adolescent boys not only had a higher risk of eviction, but the eviction itself put them at greater risk for recruitment into opposition forces. Support services were available for women and children but not young men and adolescent boys. Participants also noted the community coping mechanisms that exist to protect women and children in the case of eviction. However, little if any services and protective mechanisms exist for young men.

Simply having this discussion and analyzing the context in a more meaningful way reshaped the thinking and direction for how to respond to this protection issue. It also encouraged an open and useful dialogue to explore the pathways to address the risk and the different actors necessary to do this.

Participants at the roundtable noted the helpfulness of the exercise and recommended that a similar exercise be carried out at the sub-national level with other actors to better ground program design. The Results-Based Protection Program is exploring how to provide distance support to actors in Lebanon to carryout similar exercises. An on-line discussion and workshop is currently being piloted with a few INGO actors and the GBV Sub-Working Group in Lebanon to think through a theory of change on engaging men and boys. Learning from this exercise should help to pilot an additional exercise within the protection working group in Lebanon to think through additional protection issues using a causal logic exercise.

- **Reflection and Analysis**

It was noted that within the protection community, the actors participating in the GBV working group seemed to be most open to reflection and adjustment of their programs. This may have been due to personality, a smaller set of organizations focused on GBV, and/or a more narrow focus of issues being addressed. Several workshops were held at sub-national levels to better analyze GBV concerns. The learning coming from the GBV working group provides an opportunity to better understand why actors within the GBV working group continue to push for reflection and analysis in comparison to others addressing protection. It was noted, however, that further guidance was needed within the GBV working group to help them think beyond organizational models and pre-defined activities. The exercise at the practitioners' roundtable on a causal logic seemed to help with this methodological shift.

- **INGO Coordination**

Although the current coordination challenges do seem to be a critical barrier to take a results-based approach to protection, there were efforts within the INGO community to address these challenges. The mobilization of actors through the NGO Forum protection working group is a step in the right direction. Additional efforts by some INGOs to support inter-agency coordination by more actively engaging with coordinators to help shape agendas, workshops, and discussions helps to ensure that the success of coordination does not fall on the coordinator alone but ensures collective ownership and a degree of accountability for all actors engaging in the response.

- **Open to Change**

The consultations with different organizations recognized a willingness and openness to change. Organizations were eager to learn of new approaches and methods that could be applied to their everyday work to think through protection issues, respond using a more results-based approach to protection and constructively shift the current culture of program design.

Several initiatives by organizations in Lebanon may help to continue this trend and speak to key elements underpinning a results-based approach to protection, including:

- New research to identify and understand community coping mechanisms;
- The use of 'reflection journals' to empower program staff to take a problem-solving approach to programmatic decision-making ;
- Pilot workshops on developing causal logic;
- Analytical workshops within protection working groups to better understand vulnerability and risk;
- Direct engagement by donors in field locations/program sites;
- Diversifying funding sources to expand the lifecycle of programs to achieve measureable results.

## Annex 1: Terms of Reference



### **Results-Based Protection<sup>8</sup>** **In-Country Consultations on Program Design** **Terms of Reference**

**Location:** Lebanon (Beirut, Bekaa)

**Travel Date:** March 1<sup>st</sup>-10<sup>th</sup> 2015

**Stakeholder Consultations:** International NGOs, Protection Working Groups (national and sub-national), UN agencies, Donors, Civil Society/Local Partners, MoSA

#### **In-Country Consultation Objectives:**

In-country consultations with key stakeholders engaged in humanitarian response are critical to understanding the dynamics, constraints, and successes of a protection program designed to achieve and demonstrate results. The Results-Based Protection Program is seeking to visit two countries this year to further explore the key characteristics of program design and how this supports a more results-based approach to protection.

The core objectives for the in-country consultations in Lebanon are:

- **To gain input from key stakeholders on the necessary elements within the program design phase that support a results-based approach to protection.**
- **To identify the elements within an interagency protection strategy that contribute to results and how these shape program design.**
- **To learn about the challenges and opportunities key stakeholders face in practically applying criteria to the design phase of a response to achieve protection outcomes.**
- **To reflect on the context-specific issues within Lebanon and provide a space for agencies within Lebanon to identify opportunities to strengthen program design using a results-based approach to protection.**

#### **Purpose and Background**

The Results-Based Protection Program (*see end of TOR for Background on Results-Based Protection Program*) is in its second phase of further identifying, developing, and testing the key elements of a results-based approach to protection.

Following an in-person meeting of the Results-Based Protection Learning & Steering Group (LSG) held in October 2014, the Program is currently exploring how key elements of Results-Based Protection factor into program design. After consultations with key actors and field visits to understand the necessary

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<sup>8</sup> The Results-Based Protection Program is funded by ECHO and USAID/OFDA

components for undertaking a comprehensive and robust protection analysis, there is a need to analyze the linkage between a protection analysis and the design elements of a protection response. How does a results-based approach to design strengthen protection outcomes?

In December 2014, a three-week online discussion forum explored key characteristics and examples of a results-based approach to protection program design, including persistent barriers. Three characteristics emerged over the three-week discussion included:

- 1) The design begins by using a **problem-solving approach**. This entails expressing the methodological steps required to be carried out during the response that can help to interpret the context-specific action and shifts in action necessary to address patterns of risk. Programs are designed not by way of activities, but by methods that can inform the appropriate action. For example, the design process should illustrate steps on how agencies will identify community-led solutions, engage with affected populations throughout the program cycle; develop a theory of change underpinning the response, among others.
- 2) A second characteristic to design is **flexibility**. The first characteristic (problem-solving) underscores and supports a program that not only accounts for a changing environment but the design itself illustrates an adaptable approach in order to address risk. Flexibility in design was described in terms of how structure, monitoring, funding and internal organizational mechanisms and processes adapt to changes in the crisis, relationships, and events that may influence the response.
- 3) A third characteristic emphasizes **design for contribution**. The design of a program that supports a results-based approach would tease out and acknowledge the contributing factors of risk and identify the various actions needed by multiple actors to contribute towards a protection outcome. In other words, the contribution made by individual agencies is made in tandem as it relates to a comprehensive and possibly multi-sectoral response. Rather than designing in silo, the program design needs to account for the contribution in relation to other pieces of the response.

In-country consultations will further explore the more nuanced and detailed aspects of a results-based protection program design. Several questions will be explored:

- *From a field perspective, what are the necessary characteristics of program design that support a results-based approach to protection? What is the linkage between protection analysis, protection strategy, and program design?*
- *How do we validate the program design with the affected population and other stakeholders?*
- *What is needed to mobilize the role of other actors to contribute to protection outcomes?*
- *What steps support a problem-solving approach to address protection issues compared to a suggested list of activities? How is the sequencing of approach vs an activity articulated in program design? What tools and resources exist from organizations that support the design processes that can support a problem-solving approach?*

- *Are there examples of standardized design processes that have supported protection outcomes? Are there examples of design processes that have used a flexible problem-solving approach that have contributed to protection outcomes? What are the existing challenges and opportunities that arise when applying these different processes?*
- *What elements within a protection strategy are essential to support program design that can lead to protection outcomes? How does a protection strategy link to both an organizational and interagency strategy to achieve protection outcomes?*
- *What are the theories of change that underpin the humanitarian response in Lebanon? How are the assumptions associated with the causal logic accounted for within the program design?*

### **Methodology:**

The in-country consultations will consist of the following activities in order to better explore a results-based approach to program design.

#### **1. Pre-Trip Desk Review and Outreach**

Prior to the country visit, the Results-Based Protection Program team will reach out to key actors to review materials that are specific to protection programs in Lebanon, including log frames, design processes/guidance/standards, proposals, strategies, and other materials that are used to support program design. This desk review will allow the team to assess methods, in addition to identifying key factors and/or unique characteristics included in protection program design. The desk review will help shape the consultations and roundtable while in country.

#### **2. Key Stakeholder Roundtable**

A one-day interagency roundtable will be held in Beirut with multiple actors to better understand, from an interagency perspective, what constitute the necessary steps and methods in the design phase of a program that support a results-based approach to protection. The agenda will be shaped and informed by the pre-on-line discussion and consultations with key stakeholders.

Where possible, additional mini-roundtables can take place in sub-national locations (Akkar and Bekaa are being considered).

#### **3. Key Stakeholder Consultations**

Several key stakeholder consultations will take place with international NGOs, national NGOs, UN agencies, Donors, and several of the protection working group coordinators, including protection, child protection, and GBV working groups.

### **Outputs of the In-Country Consultations:**

1. Trip Report
2. Roundtable Report

Following the conclusion of the in-country visit, information gained will be evaluated and analyzed to incorporate learning into the Results-Based Protection Program and determine elements for further exploration. The analysis will support the development of a Briefing Paper on Program Design for Results-Based Protection that will be shared at the interagency Practitioners' Roundtable in November 2015.

## **Results-Based Protection** <http://protection.interaction.org>

### What is the challenge?

The humanitarian community has come under increased pressure to achieve more meaningful results and demonstrate impact through protection programming. We need to know *if and how* we are contributing to an actual reduction in violence, coercion, exploitation, and deliberate deprivation people experience in crises. For more see [The Challenge](#).

### Don't we already do that?

While there are examples of effective results-based approaches within the humanitarian community, they are scattered across organizations without a coordinated effort to gather good practice and develop relevant guidance to systematize a results-oriented approach to protection. For more see [Current Practice](#)

### What do we know so far?

During the first phase of the Results-Based Protection Program, through the Call for Examples, some key elements supporting a results-based approach to protection were identified. While not all the key elements have been evaluated for relevance and good practice, consultation with practitioners has yielded a strong list of critical factors essential for achieving protection outcomes and measuring results. For more see [Key Elements of Results-Based Protection](#)

## Annex 2: Agenda for Practitioners' Roundtable



The largest alliance of U.S.-based international nongovernmental organizations focused on the world's poor and most vulnerable people.

### Results-Based Protection

### A Practitioners' Roundtable on Program Design

### Beirut, Lebanon

**Thursday, March 5<sup>th</sup>, 2015**

**Time: 9:00am-5:30pm**

**Location: Saifi Suites  
Maroun Naccache Avenue**

**Convened by: InterAction**

### AGENDA

#### ***Objectives:***

- Critically reflect on and analyze the necessary elements of results-based protection program design which measurably reduces threats, reduces vulnerabilities and enhances capacities.
- Examine how program design supports or hinders achieving protection outcomes.
- Explore whether there is a causal logic underpinning the interagency protection strategy within Lebanon and how the pathways and assumptions are manifested in program design.
- Reflect on the context-specific issues within Lebanon and identify opportunities to strengthen results-based protection

<b>Time</b>	<b>Session</b>
<b>8:30am-9:00am</b>	<b>Coffee/Tea</b>
<b>9:00am-9:15am</b>	<b>Welcome/Introduction</b> Jessica Lenz-Sr. Program Manager-Protection at InterAction Eileen McCarthy-Project Coordinator-Results-Based Protection-InterAction
<b>9:15am-9:30am</b>	<b>Session 1: Background: Results-Based Protection Initiative</b> <ul style="list-style-type: none"> <li>• <u>Phase 1</u>: Explore how organizations understand measuring results and identify the key elements that support results-based protection</li> <li>• <u>Phase 2</u>: Further identify, develop and test the key elements of Results-Based Protection supporting both an interagency and organizational approach to program for protective impact</li> </ul>
<b>9:30am-10:30am</b>	<b>Session 2: Designing for Results</b> <ul style="list-style-type: none"> <li>• Preliminary Findings <ul style="list-style-type: none"> <li>○ Identifying the protection standard</li> <li>○ Problem-solving vs. pre-determined activities</li> <li>○ Engaging affected populations</li> <li>○ Flexibility</li> </ul> </li> </ul>
<b>10:30am-10:45am</b>	<b>Tea Break</b>
<b>10:45am-12:30pm</b>	<b>Session 3: Exploring Program Design in Lebanon</b> <ul style="list-style-type: none"> <li>• Sharing examples and consultative findings <ul style="list-style-type: none"> <li>○ Opportunities, barriers and gaps</li> </ul> </li> </ul>
<b>12:30pm-1:30pm</b>	<b>Lunch</b>
<b>1:00pm-2:30pm</b>	<b>Session 4: Exploring how a “theory of change” can define, shape or hinder the link between analysis and program design (Breakout groups)</b> <ul style="list-style-type: none"> <li>• Protection Analysis-Threat, Vulnerability, Capacity</li> <li>• Identifying the desired protection outcome</li> <li>• Identifying pathways that lead to change</li> <li>• Articulating Assumptions (how and why)</li> </ul>
<b>2:30pm-3:30pm</b>	<b>Report Back from Breakout Groups</b>
<b>3:30pm-3:45pm</b>	<b>Tea Break</b>
<b>3:45pm-5:00pm</b>	<b>Cont. Session 4 &amp; Session 5: Designing for Contribution</b> <ul style="list-style-type: none"> <li>• Building on session 4, what can we conclude about designing for contribution? <ul style="list-style-type: none"> <li>○ Levels of engagement and the sequencing of a response</li> <li>○ How contribution by one agency is determined in relation to other contributing factors to address risk</li> </ul> </li> </ul>
<b>5:00pm-5:30pm</b>	<b>Session 6: Final Observations</b>
<b>5:30pm</b>	<b>Close + Evaluation</b>



## Annex 3: Causal Logic Exercise

### Breakout Group: Theory of Change

#### **Instructions:**

*To think through a theory of change discuss within your group each of the following questions. Using a visual diagram as illustrated in the example, highlight the key steps and assumptions in your theory of change.*

**(Disaggregated) Protection Issue:** \_\_\_\_\_

**Step 1:** What is the protection standard you are trying to achieve? (refer to International Humanitarian Law, National Law, Human Rights Law, social and cultural norms; e.g. Convention on the Rights of the Child)—(est. 3 mins)

**Step 2:** On a flipchart paper, breakdown the threat, vulnerability, and capacity for this risk. Use an ecological framework (individual, family, community, national, etc) to explore these factors. —(est. 15 mins)

**Step 3:** Based on the analysis above, using a diagram, illustrate what changes are needed in terms of policy, practice, behavior and attitudes? —(est. 20 mins)

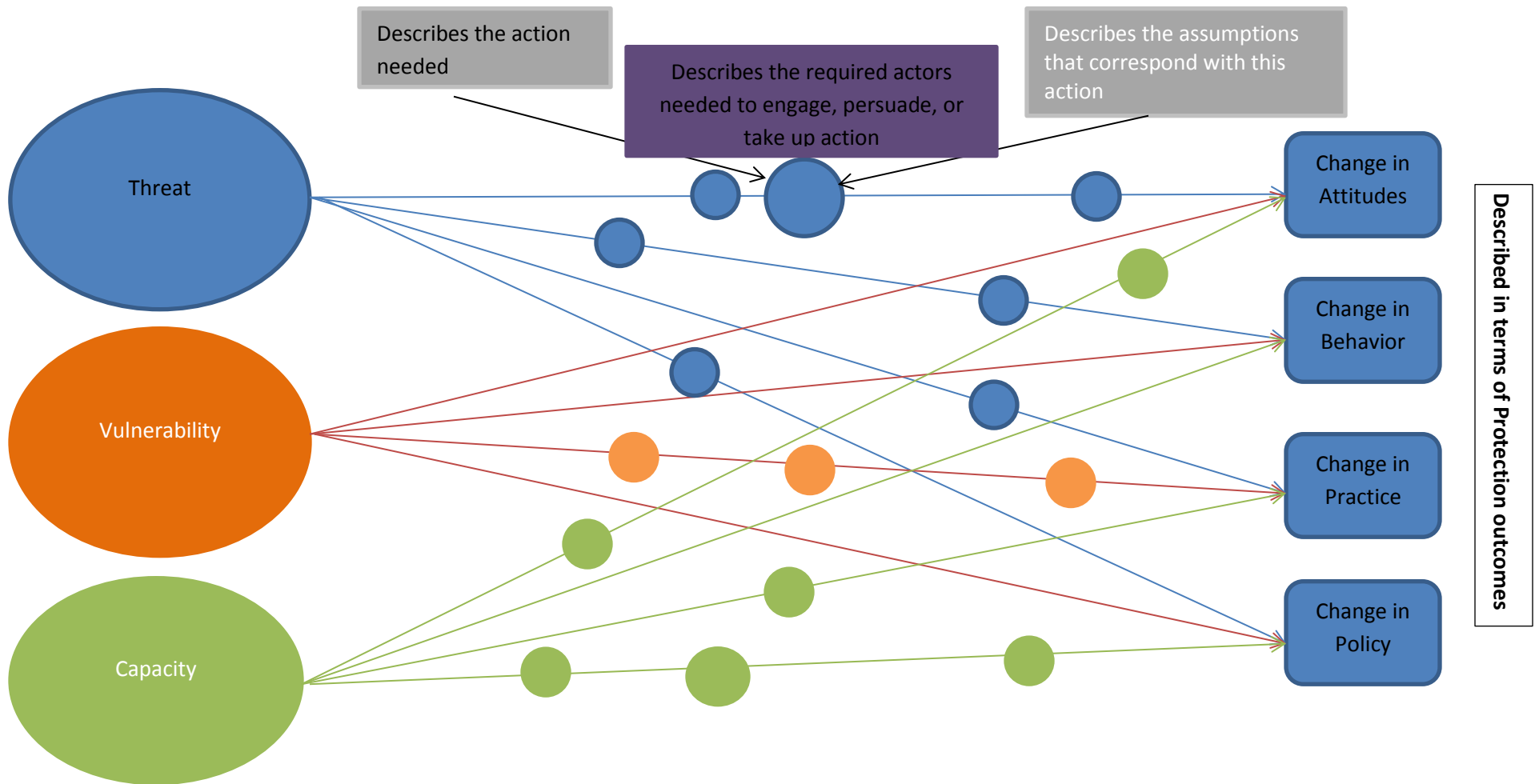
**Step 4:** On flipcart paper describe what are the assumptions you are making about the changes (policy, practice, behavior and attitudes)—(est. 15 mins)

**Step 5:** Using post-it papers, what are the actions needed that can influence the change? (as seen at multiple levels)—(est. 20 mins)

**Step 6:** List the assumptions about your proposed actions.— (est. 15 mins)

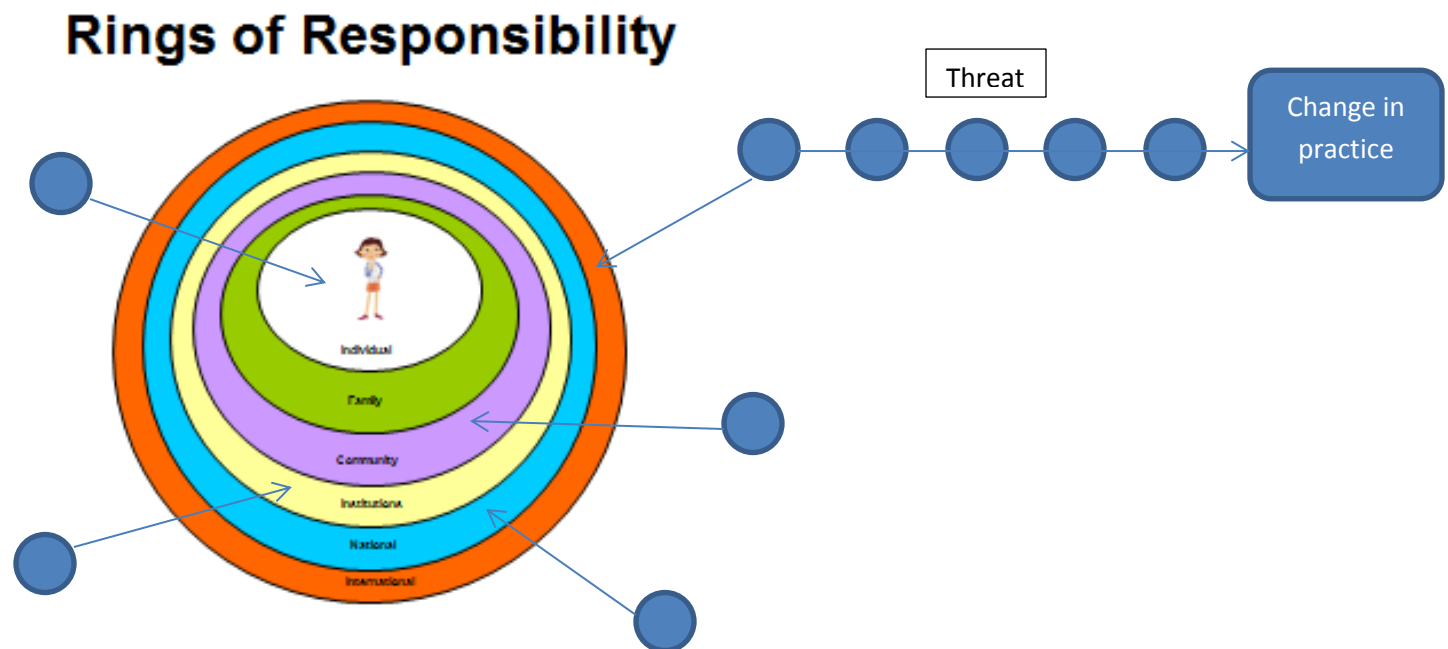


EXAMPLE Diagram



1. For each ● which describes an action, there should be an accompanying note about the assumptions that you are making about this action. Actions should be listed in terms of the necessary sequencing to bring about change. To illustrate what level of change/action is required (individual, family, community, national, international) you can color code the actions to represent each level.
2. Each action should also highlight the contribution necessary by different actors to bring about the desired change. You should think about the problem and articulate who should be involved (humanitarian, development, peace keepers, Govt, donors, civil society, human rights actors, etc.)

Another **example of a diagram** could be used by starting with the ecological model and building in action points, desired change, and contribution.



## **Annex 4: Evaluation Results for the Practitioners' Roundtable**

Results-Based Protection  
Practitioners' Roundtable on Program Design  
Thursday, March 5<sup>th</sup>, 2015  
InterAction

### **How useful was Session 1: Background – Results-Based Protection Program in advancing your understanding of results-based protection? Average = 8**

Comments:

- It was well done, I think there was limited discussion and input from participants
- The characteristics that support RBP are very useful to keep in mind for future design
- More practical examples of such programs already in place. Potential obstacles already faced
- I did not know about it before so it was needed to understand the approach and its design
- Good to hear where the discussion comes from and where it's going
- Very clear explanation and presentation
- Clear presentation/explanation

### **How useful was Session 2: Designing for Results in advancing your understanding of a results-based approach to program design for protection programs? Average = 7.7**

Comments:

- This seems like good practice and very useful. I just worry about asking or trying to get organizational buy-in to allow the time for such things
- Maybe more examples of how it would look like in practice would make it more concrete
- Always good to see how others design for protection. Important to hear this broadened out to more protection staff
- From a theoretical perspective session 2 was useful and relevant
- Good linkages with previous and following session
- Could be even better with examples from different countries/setting

### **How useful was Session 3: Exploring Program Design in Lebanon in reflecting what you recognize as the opportunities, barriers, and gaps to protection programming in the Lebanese context and changes in program design going forward? Average = 7.5**

Comments:

- This could have been a day by itself. It was unfortunate that groups couldn't present their analysis
- A bit more methodological would have been nice
- Brainstorming on actual examples of how it could be done better in Lebanon as a group exercise rather than in plenary
- Felt the discussion covered the gaps/challenges well
- The conversation and discussion was very interesting
- Very useful, although also a good reminder of the weaknesses in coordination

- Very useful and clear connections with good examples

**How useful was Session 4: Exploring a “theory of change” in thinking through the necessary steps for protection analysis, articulating assumptions, and exploring pathways to change?** Average = 8.5

Comments:

- Useful to discuss as interagency group on one specific protection concern
- It would have been helpful to have an external facilitator for the group. Not a lot of group contribution
- Useful for me to understand Theory of Change better and see how its incorporated
- This section was very well articulated, explained and applied
- Good understanding of the theory of change, it was clear and easy understand
- Gave a clear idea on how to run a ToC
- Really interesting to engage with theory of change in protection context

**How useful was Session 5: Design for Contribution in thinking through the different actors and actions necessary to address risk?** Average = 7.4

Comments:

- Good, and needed, but I fear how that could be done
- If a summary of it was done could be useful.
- Definitely better to do this as a practical exercise rather than a plenary discussion
- It was short, but could have been useful
- Very good, it was a good exercise to participate and listen to others
- Very good to see different perspectives and how even on one issue with one exercise many can have different understandings. Useful

**Did you find the Practitioners’ Roundtable to be useful to your work?** Average = 7.8

**How do you envision using the discussions today to advance your own approach to program design?**

- Useful to start thinking of how to take this discussion forward
- As long as there is buy-in
- To make the ToC exercise a usual practice of our organization that involves the whole staff in order to share knowledge and develop a common vision of what is our ToC and its implications
- I will definitely use the ToC tool for future program design
- Good - looking forward to hearing next steps and future of the initiative
- Yes, it has given me some good ideas on how to move forward over the next 6 months
- Very useful , but waiting for follow-up steps to elaborate more about RBP
- Piloting ToC into one of the upcoming programming process.
- Discussing with senior management and integrating ToC into next annual strategic meeting
- Will try to apply exercise in work now