



Results-Based Protection¹

In-Country Consultations on Program Design Terms of Reference

Location: Lebanon (Beirut, Bekaa)

Travel Date: March 1st-10th 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 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?

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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](#)