

December 2017

Dear Colleagues,

In this December Results-Based Protection Update:

1. **Results-Based Protection Key Materials**
 - a. **Updated Key Element Briefs:** Continuous Context-Specific Analysis, Outcome-Oriented Methods, Design for Contribution
2. **Related Resources and Reports with Elements of Results-Based Protection**
 - a. **Video:** How can we change humanitarian action?
 - b. **Guide/ Tool:** Scenario Building in Preparation for or During Humanitarian Crises
 - c. **Event/ Webinar:** Resisting War: How Communities Protect Themselves
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1. Revised Key Element Briefs



Updated RBP Key Element Briefs: Continuous Context-Specific Analysis, Outcome-Oriented Methods, Design for Contribution

Check out our revised two-pager briefs describing the key elements that support a results-based approach to protection. Drawing from the research and discussion fora over the past 5 years, the briefs highlight the importance of each element and outline the specific “hows” to ensure that approaches are oriented toward a reduction of risk. These briefs have additionally been updated to provide illustrative case examples of the application of RBP throughout the program cycle in various contexts.

To learn more about results-based protection, what it means for your work, and join the conversation visit our revamped website at protection.interaction.org where you can listen to more actors (across various sectors) discuss how they are using [RBP in action](#), and access an [online repository](#) of reports, tools, and other helpful resources for using RBP. We invite you to [share](#) your own experiences, lessons learned or, resources to help us continue to build our evidence base of good practice of results-based protection.

2. Related Resources and Reports with Elements of Results-Based Protection:



Video: [How can we change humanitarian action?](#)
ALNAP, 27 September 2017



This video focuses on the processes that make change happen in the humanitarian system, summarizing the ideas explored in ALNAP’s new study '[Transforming Change](#)'. In exploring how change can be catalyzed, this video captures several relevant aspects of results-based protection.

“What if the humanitarian system is less like a machine and more like a human mind?”

- The video prompts viewers to step out of linear and mechanical thinking and consider what interpersonal and behavioral dynamics can support or derail change processes.

“...Or an ecosystem?”

- Furthermore, it emphasizes the interconnectedness, emergence, and feedback loops embedded within the humanitarian system (*à la* [systems thinking](#)) which appreciates the diversity of individual actors within a system acting and reacting to each other and their environment. While it may be difficult to induce change to the system through one actor or initiative, lots of little changes over time can lead to tipping points required for bringing about change in the whole.

Furthermore, *change is about people*, therefore organizations need to clearly communicate change processes and desired outcomes and maintain openness to conversations and criticism. We need to be [adaptable to shifts and changes](#), supportive of positive forward steps, and cognizant that change takes time (for more on this, check out Simon Sinek’s video on intensity vs. consistency, below).



Guide/ Tool: Scenario Building in Preparation for or During Humanitarian Crises
ACAPS, 18 August 2016

Scenario building, or constructing an analysis of how situations might evolve, is an essential part of humanitarian operations as it anticipates challenging developments and informs contingency planning and risk mitigation measures in advance. It can also help to ensure programming is sufficiently robust to withstand changes in the operational environment.

While there are many approaches to conducting an [analysis of possible futures](#), this document outlines an example of one step-by-step approach of how to build scenarios, which can be applied to a range of contexts and timeframes, from a protracted conflict to a sudden onset disaster. It articulates 9 steps within the chain of plausibility, and showcases an example from an ACAPS' scenario building exercise in Nigeria.

This methodology places heavy emphasis on [analysis based on disaggregated risk environment](#), which drives us to identify variables and the relationships that exist between variables, as well as visualize a [causal logic](#) for connections and points of influence within the system. While the Nigeria case example provides a rough estimate of the time which was required for building the scenarios, the guide notes that the duration of every step can differ significantly between scenario building exercises and is determined by the knowledge/expertise of the participants, the complexity of the crisis, and the available resources.



For more information and for other helpful assessment resources, visit ACAPS' [online library](#).



Event/ Webinar: [Resisting War: How Communities Protect Themselves](#)

U.S. Institute of Peace, 2 October 2017

On October 2, the U.S. Institute of Peace (USIP) convened a panel discussion on the new research within Oliver Kaplan's book, [Resisting War](#), exploring how communities use cohesion and social structures to non-violently influence armed groups. It explores how organization of civilians can implement nonviolent strategies to pressure government troops, or paramilitary or insurgent fighters to limit violence, through cases from Colombia, with extensions to Afghanistan, Pakistan, Syria, and the Philippines, Kaplan's research shows in some cases, where communities are more organized, there is a 25% regression in violence. Furthermore, through interviews with former combatants in Colombia who faced dissent from local citizens, consultations revealed that when deciding whether to use repression they weighed, in part, the solidarity of a community and the moral and reputational repercussions of committing a massacre.

In this event, panelists discussed the implications of the new research for preventing violence and protecting communities during conflict—and for countering violent extremism and stemming refugee crises.

As it relates to RBP, this is important research for understanding [capacities, community-based solutions and existing coping mechanisms which may be employed/ supported to reduce risk](#). Panelists discussed that violence may, in some cases, actually stimulate civil organization. Civilians in the Colombian case examples have contextualized international humanitarian law, especially the distinction between combatants and non-combatants and designation of safe/ neutral spaces, and used it to advance their own self-protection. In such cases, there are opportunities for other humanitarian and other

stakeholders to have an approach that seeks to enhance community organization initiatives and self-protection strategies designed to position themselves well when dealing with armed actors.

Document: [How to use social media to engage with people affected by crisis](#)

ICRC, 11 October 2017

Provided the sustained relevance of platforms such as Facebook and Twitter for information exchange during humanitarian emergencies and the opportunities therein to engage those closest to the crisis, the International Committee of the Red Cross (ICRC) and the International Federation of Red Cross and Red Crescent Societies (IFRC), with support from the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), have published [a brief guide on how to use social media to better engage people affected by crisis](#).



The guide is geared toward staff in humanitarian organizations who are responsible for official social media channels.

“In the chaos that normally follows a disaster or crisis, rumours and fake news can spread quickly. If left unaddressed, these can undermine the trust people have in humanitarian organizations, and can even make it less safe for our volunteers and staff. By engaging with social media as standard practice in the aftermath of an emergency, we can understand what people are worried about, we can see the news they are sharing, and we can respond decisively, accurately and collaboratively.”

- Dr. Jemilah Mahmood, Undersecretary General for Partnerships at the IFRC.

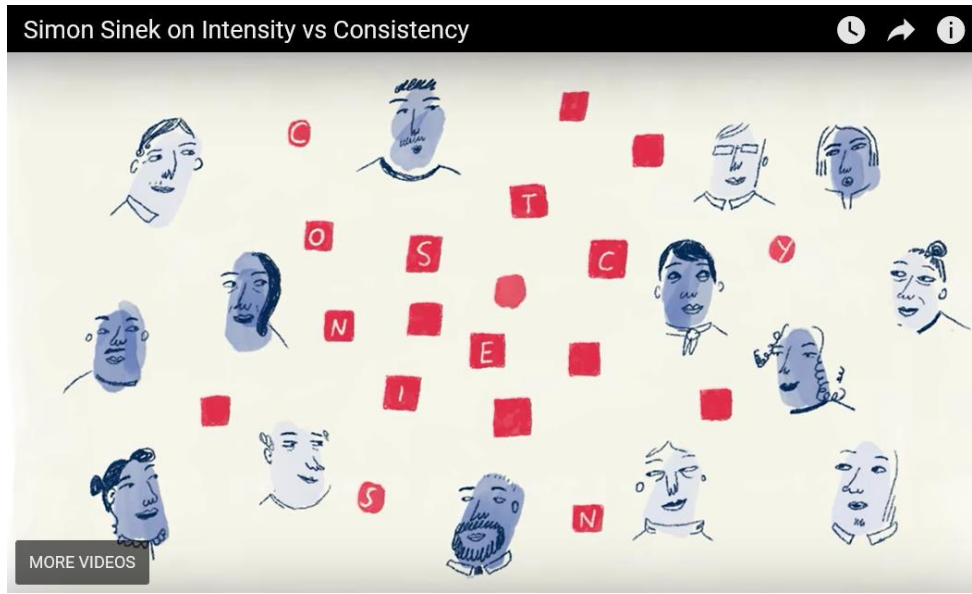
The resource provides useful tips for:

- How to build proximity and trust online;
- Platforms for social media monitoring, and building [culture](#) of listening;
- Advice for receiving and elevating criticism;
- What [resources and processes](#) organizations should have in place; and
- Using social media to [identify and connect with influencers](#).

While this guide is not meant to replace locally relevant, trusted communication channels, it provides opportunities for amplifying voices of those impacted by humanitarian crises and building a more robust and [continuous analysis](#) of the risk environment. It emphasizes that social media can be leveraged to draw out the [experience of those closest to the crisis](#) and ideas from the affected population on a continuous basis related to the threat environment, vulnerabilities, and existing capacities as they relate to those threats. Social media platforms can also allow practitioners to tap into how information itself is obtained, shared, and which outlets are the most trusted, which is an integral part to developing a comprehensive protection analysis and informing how the organization approaches communication/information dissemination, advocacy, and partnerships. This guide and complementary resources highlight the potential social media provides for continuous monitoring to develop and iteratively revisit the [context-specific causal logic](#), strategies for bringing about change, and actions taken to achieve the desired protection outcome, while enhancing trust, accountability, and interconnectedness.

Video: [Simon Sinek on Intensity vs. Consistency](#)

Royal Society for the Encouragement of Arts, Manufactures and Commerce (RSA), 20 September 2017



In this short video, leadership expert Simon Sinek talks about how an [organizational culture](#) supportive of outcomes and built on strong relationships is achieved through consistency, not intensity. Sinek examines that often, we champion “quick wins and flashy paint jobs” that are time-bound and easy to measure, but we fail to invest in the human aspect (consistency). Sinek argues that real investment should be in the habitual practice of building relationships which enables us to build trust and be vulnerable which cultivates an environment where individuals and teams can admit mistakes and work together to achieve solutions, teasing out aspects of reframing ideas of “success” and failure”. This open dialogue and meaningful reflection aspect of [Outcome-Oriented Methods](#), enables individuals and teams to review and adapt goals, objectives, and actions as they relate to achieving the desired protection outcome.



Event/ Webinar: [Contested Evidence: The challenges and limitations of evidence-based approaches in humanitarian action](#)
Professionals in Humanitarian Assistance and Protection (PHAP), 7 November 2017

As part of [Humanitarian Evidence Week](#), PHAP convened an online panel discussion with evaluators and practitioners speaking to evidence-based approaches in humanitarian action. The event unpacked several questions, including:

- What does the greater focus on evidence mean in practice for humanitarian work?
- Do institutional and political agendas promote the selective design or application of evidence-based approaches?
- Are there situations where focusing on evidence conflicts with other priorities? and
- How do evidence-based approaches relate to accountability?

Discussion points emphasized several relevant aspects of RBP:

- **Evaluation centered around context:** While there have been several fora producing international targets and indicators (World Humanitarian Summit, Sustainable Development Goals, Grand Bargain, etc.), some of these may not be the most relevant to measuring progress towards the specifically felt needs at country/ regional/ local level. Evaluation therefore should

be inclined toward assessing the intervention's [contextual fitness for purpose](#). Additionally, in understanding the primacy of context, we can [reframe "failure"](#) by appreciating that what may not work or yield results in one context may actually succeed in another and vice versa.

- **Resources for [continuous context-specific analysis](#):** Panelists cited the need for enhanced [resources for analysis](#) -- while the sector has prioritized information management and post-intervention evaluation, it by-in-large lacks dedicated investment in analysis from the beginning of the intervention along with a profile for humanitarian analysts (See an example from ACAPs [here](#)) to continuously feed into building an evidence base to shape design and implementation.
 - To support robust analysis, the panel highlighted strong [knowledge management systems and building partnerships/ practice for sharing of knowledge](#) between stakeholders to help guide interventions based on past experience;
 - While some forms of evidence generation are time/ resource-intensive; the panel underscored the importance of approaches to map, review, and analyze data that already exists. The literature review, for example, is a critical piece of the process to identify gaps and refine sharper questions based on existing evidence.
- **Evidence-informed decision-making, may not be a linear process:** Humanitarian decision makers must frequently grapple with several different types of information (at varying degrees of "completeness") to inform their decisions. The discussion panel cited several challenges which feed into the balancing of evidence in decision-making including: accessibility of evidence, timeliness of evidence, unclear decision processes (at various levels), and lack of flexibility in programming due to internal ways of working or donor demands. These challenges can often inhibit [adaptability and creative problem-solving](#), which begs the question- how do we deal with risk/ uncertainty? How do we get better at taking risk?
- **Engaging donors in evidence generation:** donors support evidence-based approaches but there is an increasing appetite on behalf of donors to understand what is going on, what is working that they could continue to support, and what should they be aware of. [Reflection exercises](#), iteratively self-examining "how do we back up the claims that we are making?" are useful for all stakeholders (from implementer to donor) to build a system that is more evidentiary and appreciative of both quantitative and qualitative evidence.

For the full event recording and additional resources, see [here](#).

3. Sign Up for Results-Based Protection Updates:

This update letter is published regularly to bring to your attention new materials available and upcoming events for the Results-Based Protection Program. To sign up, visit the newly revamped Results-Based Protection platform (<http://protection.interaction.org>) and submit your name and email.

Each update letter will also be posted to the Resources section of the Results-Based Protection platform (<https://protection.interaction.org/resources/>).