Results-Based Protection
Field mission to document results-based protection in practice

Trip Report

May 2017

Strengthening humanitarian action to address protection issues in Rakhine, Myanmar: Human Trafficking, a case example[1]

Background

Human trafficking is of significant concern in Myanmar. In 2007, the Myanmar Government demonstrated its commitment to addressing the problem by developing a Five Year National Plan of Action to Combat Human Trafficking, followed by a second plan continuing through the end of 2017. As part of this effort, the Government established a Central Body for the Suppression of Trafficking in Persons (CBTIP) under the Ministry of Home Affairs, anti-trafficking units throughout each state, and created an Anti-Trafficking in Persons Division under the CBTIP in 2013. Despite these efforts, human trafficking continues to be an issue due, in part, to poor socio-economic conditions, high levels of migration, and internal strife in places like Kachin and Rakhine States.[2]

The 2017 Humanitarian Response Plan (HRP) identified human trafficking as one of the top five protection issues in Rakhine State. After the crackdown in the Bay of Bengal in 2015, where over a thousand Rohingya identified as human trafficking victims were rescued at sea,[3] humanitarians and other actors, such as local civil society organizations and the Myanmar Government, initiated a series of awareness-raising activities with vulnerable populations to warn about the risks of migration and human trafficking. While there are other initiatives underway, humanitarians have made little effort to monitor the situation in Rakhine following this crackdown to determine whether or not human trafficking has reduced due to these efforts, or whether the threat has shifted, creating new vulnerabilities and risks. The HRP and strategic work plans of the protection cluster do not include any specific pathways for addressing or continuously monitoring human trafficking.

With a focus on human trafficking in Rakhine, InterAction's mission sought to understand whether or how working towards protection outcomes could be strengthened using results-based approaches to

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[1] The purpose of the missions was to examine the potential for results-based approaches to protection to support protection outcomes, using issues and responses to human trafficking as an example. The findings and recommendations highlighted in this report are applicable to many protection issues in the Myanmar context. The mission was carried out by Jessica Lenz, Senior Program Manager – Protection, and Kelsey Hampton, Policy Coordinator – Protection. The mission ToR can be found in the annex and here: https://protection.interaction.org/wp-content/uploads/2017/04/InterAction_Myanmar-Missions_TOR_RBP-PIM-Mission_Updated-March-2017-1.pdf

[2] See Annex for a chart of actions and timeline of milestones leading to change in policy, practice, attitudes, and behavior.

[3] Amnesty International (2015), Deadly Journeys: the refugee and trafficking crisis in Southeast Asia

protection. For more details on the breakdown of programs and approaches addressing human trafficking identified in this mission, please see the Annex.

Overall Findings[4]

The Myanmar context is an excellent example of the importance of designing for contribution. Protection issues, including human trafficking,[5] often require multiple actors working across multiple disciplines to achieve a protection outcome. Fortunately, actors within the humanitarian, peacebuilding, and development communities are engaged and working to leverage and shape various influencing factors that contribute to human trafficking. These actors are well-positioned and resourced to support the achievement of protection outcomes. The challenge, however, is a lack of a cohesive strategy among these actors and context-specific causal logic underpinning the response. While there are good examples of efforts to address change in policy, practice, and behavior, there is a lack of awareness among actors about the collective roles they could play to reduce the risk of human trafficking (or other protection issues). Developing their collective roles will require: 1) robust context-specific protection analysis; 2) breaking out of operational silos; and 3) overcoming issues of trust across actors/disciplines. Protection Information Management (PIM) can help organizations strengthen data collection, identify information needs, promote the sharing of relevant data and information in a safe manner, and conduct comprehensive analyses oriented towards the support of protection outcomes.

    1. Context-Specific Protection Analysis

Facilitating a process where multiple actors across disciplines come together to address a protection concern requires first, a commitment to undertaking a comprehensive, context-specific and continuous analysis of the issue. As much as possible, this analysis should begin from the perspective of the affected population. In the case of Rakhine, only a few organizations are investing in analysis and even fewer undertaking continuous analysis.

The strongest example we identified was one organization's recent establishment of a strategic analysis unit covering the Asian region.[6] The regional analytical unit is comprised of dedicated analysts tasked with exploring transnational issues like human trafficking. Following the collection of findings, analysts engage country-teams with a scenario-based workshop to consider the issue's strategic implications for programs and across the organization's core sector areas. While human trafficking is not an issue this organization typically addresses, the significance of human trafficking in the regional findings caused the organization to reflect and consider its strategic contribution, alongside others, towards reducing this risk.

Although the unit is still exploring how to ensure the analysis is conducted continuously (e.g., country-based focal points who would coordinate monitoring and liaise with the regional analysts), better linked to program design, and contributes to joint analytical efforts, the dedicated analytical attention within the organization is significant. While it is still in its infancy, this analytical unit is an excellent example of

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[4] See the Annex for a chart of actions and timeline of milestones leading to change in policy, practice, attitudes, and behavior.
[5] See human trafficking definition within: ILO (2015), "International Labour Migration in Myanmar: Building an evidence-base on patterns in migration, human trafficking and forced labour," found here: http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-yangon/documents/publication/wcms_440076.pdf
[6] Action Against Hunger (ACF) hosts the operational component of the Inter-Agency Regional Analysts Network (IARAN). The IARAN operating model is to create an analytical capacity in humanitarian organizations that can exploit both qualitative and quantitative methods, tools and approaches to drive strategic foresight for the sector. Further information can be found here: http://www.iris-france.org/iaran/

how protection analysis can be systematized, strengthened, and streamlined across an entire organization. Their prioritization of analysis demonstrates an organization-wide commitment towards improving its strategic options and contributions to address regional and/or global risk patterns.

The example above, unfortunately, was the exception when it came to analyzing human trafficking—and protection in general. For the most part, organizations use standardized data and information collection methods at the level of the individual or household as a means to explore risk and subsequently inform a response, but face challenges in subsequently aggregating the data and information to identify patterns of risk and analyze broader trends. While data and information is collected via assessments, protection monitoring, and case management systems, organizations have invested little in the analysis of data (including ensuring that the right data is collected in the first place) and how to ensure multiple perspectives are brought to bear within the process—including the perspective of the population. There have been initial discussions among interested organizations to explore information sharing protocols, but there still seem to be a range of difficulties and organizational impediments that prevent genuine sharing and collaboration.

One of the first steps to improve continuous analysis efforts is to map what data and information is being collected. The PIM Matrix can support this step by assisting in identifying data and information gaps and in determining potential sources for missing data and information. Importantly, for the case of Rakhine, this would also include identifying what data and information other sectoral information systems are collecting. In addition, the PIM process[7] and PIM Principles[8] can help ensure that data and information collection, as well as analysis, corresponds to the defined purpose of the PIM system, is proportional to the intended outcome, and applies a principled approach.

A second factor relating to protection analysis relates to ensuring that analysis begins from the perspective of the affected population. Populations in Rakhine State (both ethnic Rakhine and minorities) face difficulty elaborating on the issues and concerns they encounter due to historic oppression and a lack of familiarity with identification of these types of issues; this significant finding emerged from our engagement with affected populations and through bilateral conversations with humanitarian actors. As all populations in Rakhine state have been historically marginalized and suppressed, it was challenging to gather information using simple surveys and/or focus group discussions (methods predominately used among humanitarians) to explore issues such as human trafficking. More participatory approaches and tools of engagement are certainly needed across humanitarian action. Organizations focused on building leadership, community mobilization, critical thinking, and action-planning often employ participatory appraisal methods. While this type of engagement was happening, it did not come from the humanitarian community. Rather, actors engaged in peacebuilding and/or partnerships with local civil society for social cohesion and capacity building tend to be more equipped and skilled in this domain. This type of engagement lays the groundwork for peacebuilding efforts, while simultaneously helping populations gain skills that could help them contribute more meaningfully to analysis of problems and to real solutions.

This illustrates a need to better collaborate with actors outside of the humanitarian realm (more on this below) while undertaking a protection analysis, but it also points to the need to assess whether and how

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[7] See the annexes or http://pim.guide/wp-content/uploads/2017/04/Quick-Reference-Flyer_Principles_Matrix_Process.pdf
[8] See: https://docs.google.com/document/d/1SY-xGjTpQDsS6xOjhqU4VEp2u9KBdDxmP0KX-vPLdXY/edit

the perspective of the affected population is meaningfully included in the analysis. It is often not enough to simply conduct a focus group discussion, for example.

A third factor impacting protection analysis relates to humanitarian and development actors alike. The protection equation (Risk = Threat x Vulnerability + Capacity) is well known to most actors addressing protection issues like human trafficking. While vulnerability factors, and some capacity of populations, are certainly identified, humanitarian and development actors often missed a critical factor—unpacking the threat component of the risk that people face.[9]

Very little attention was given to understanding the drivers and motivations of those committing acts associated with trafficking. Given that human trafficking often involves a long chain of events that may start within the family, be facilitated through a smuggler, and/or involve different intermediaries or brokers, the threat component of human trafficking can be quite complex and diverse in its manifestation in each community. Failure to understand key motivations, decision-making processes, leadership or persons of influence, and/or factors such as community/family dynamics, will not only undermine a comprehensive analysis, but arguably distorts our understanding of actual vulnerabilities and capacities.

Most humanitarian actors explained the lack of threat analysis by arguing that addressing the threat is not their direct responsibility or saying the issue is too sensitive to discuss in data or information gathering. Unfortunately, these justifications only weaken an appropriate response. The complexity surrounding the threat should not be used to rationalize a lack of threat analysis. Ensuring an analysis is done comprehensively and a response is designed appropriately and effectively requires that we understand each component of risk, not only the issues we are already addressing in programs and feel comfortable addressing. Although there are potential risks to various stakeholders in the collection and management of sensitive data and information, it is important for perceptions around sensitivities and risks be discussed and explored – in consultation with communities – to determine the most appropriate method for potential data and information collection, including whether primary data collection is needed at all.

Incorporating the threat component into analysis underscores the importance for a continuous analysis—a fourth factor that is often neglected when it comes to protection analysis. Shifts in threat patterns will likely have a direct impact on vulnerabilities and capacities and, therefore, the options for action to reduce the risk. In the case of Rakhine, the crackdown on migration in 2015 in the Bay of Bengal has had a significant impact on how individuals migrate and/or are smuggled out of the area. The crackdown, coupled with persecution and restriction of movement after the events of October 9, 2016, also resulted in changes to the tactics and routes of smugglers, brokers, and other individuals linked to human trafficking and/or extortion practices. Even the practice of illegal mining in Kachin state have resulted in changes in the key actors involved, methods of coercion used, who is targeted and who is doing the targeting.

A lack of investment in continuous analysis on the threat component of risk leads agencies to overly rely on assumptions and generalizations when designing a response, which often results in little change to the broader patterns of risk or may even mean that the actions taken to address trafficking will trigger greater vulnerability and harm to affected people.

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[9] For more detail on actions addressing trafficking and how they correspond to the components of risk, see the Annex.

2. *Breaking out of Operational Silos*

As is the case in many contexts, humanitarian, development, peacebuilding, and other actors tend to operate in their own bubbles and silos. This is to be expected given a range of factors, such as discomfort in not knowing the "language" or conceptual frameworks of other actors.

In the case of human trafficking, particularly in Rakhine – where historical grievances, conflict, economic instability, and political dynamics play a role in the drivers of trafficking – breaking out of these silos is necessary to achieve meaningful reduction in the risk factors. The complex situation of Rakhine state in particular, and Myanmar in general, requires diverse, adaptive, and contextualized responses on the part of all actors. With citizenship, governance, security, legal, and political issues affecting every aspect of protection and responses to protection concerns in Myanmar, it is impossible for one actor to solve any one problem on their own.

Engagement with local civil society is a case in point. There are far too many assumptions at work—particularly within the humanitarian community—about local civil society and their ability and/or willingness to work on issues like human trafficking. The narrative, and perhaps a genuine belief, maintains that there are few civil society organizations in Rakhine state, and those that do exist focus their activities predominately with and for the Rakhine population only. Humanitarian actors are about to embark on an exercise to better map the local civil society actors in Rakhine and establish mechanisms for collective engagement. This should be recognized as a positive move in the right direction. However, what humanitarian actors seem to be unaware of is that this mapping has already been done.

Actors focused on conflict resolution, peacebuilding, and human rights are often closest to affected populations and those working with local civil society. Having identified well over 30 civil society organizations (CSOs), these actors are well positioned to understand key dynamics and how best to engage with CSOs. To date, these actors have already supported the formation of a network of CSOs and are working with actors seeking to strengthen the moderate voice as a counter to fundamentalist and radical messages undermining peacebuilding efforts. Given the negative relationship and narrative surrounding international NGOs and humanitarian action in general across both the Rakhine and Muslim communities, humanitarians risk exacerbating this negative narrative and undermining efforts already underway by other actors if parallel or duplicative activities are pursued.

This illustrates not only the importance of engaging with other actors, but working to create partnerships where mutually reinforcing objectives can be pursued. Putting PIM systems in place would also help take into account data and information from other sectoral information systems that could inform protection analysis and support protection outcomes. As noted above, using the PIM Matrix to identify existing data and information collection efforts would help prevent duplication and identify opportunities for collaboration.

Given the multiple risk factors that give rise to human trafficking, deliberate efforts must be made to reach out to other sectors and disciplines to find opportunities for collaboration. Humanitarian actors have an opportunity to build on existing development initiatives—such as economic/livelihood activities

or education initiatives—or to find opportunities for collaboration with peacebuilding actors working on community cohesion and/or conflict resolution. While not necessarily universal, development and peacebuilding actors tend to demonstrate stronger articulation of the logic behind their responses and were able to pinpoint specific milestones of change. The more clearly articulated the causal logic or theory of change underpinning an intervention strategy, the easier it is to identify entry points for collaboration and design a collective response involving the unique contributions of diverse actors.

3. Trust

The unspoken narrative driving so many of the issues in Rakhine stems from overwhelming feelings of mistrust within every community. This was not simply an issue of trust between Rakhine and minority populations, it extended to relationships and ties between humanitarian and development actors, civil society actors and affected populations, the media and the INGOs, the UN and the military, the police and the humanitarians, and so forth. The illustration[10] at right details the multiple dynamics and relationships where trust, or the lack thereof, has played a critical role in change at one time or another.
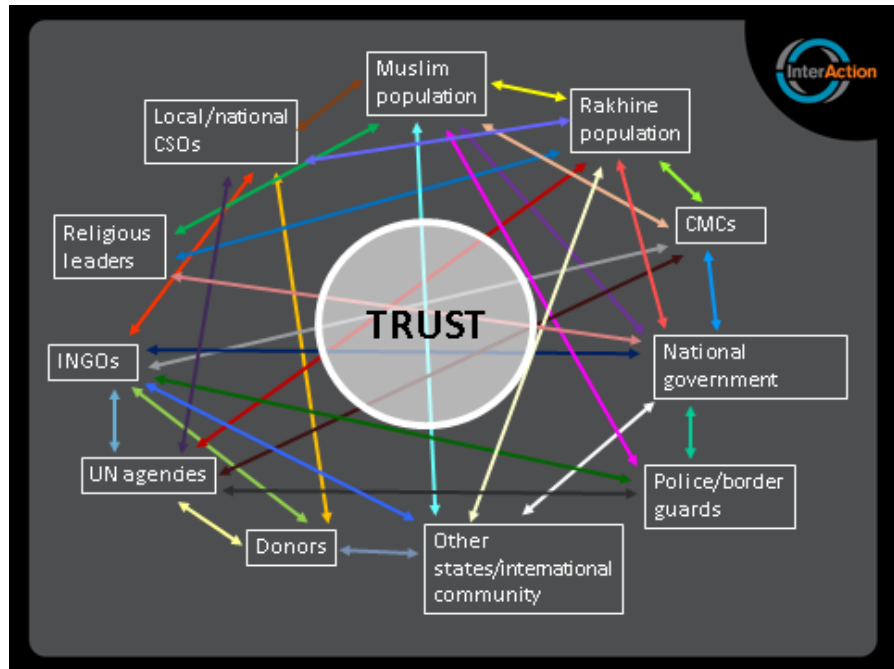
Even with strengthened protection analysis and collaboration across disciplines, efforts to effectively address human trafficking in Rakhine will falter if we fail to fully understand and acknowledge the issues driving mistrust in the design of a response.

If development INGOs are working with the police to disseminate anti-trafficking messaging via radio within the Rakhine population, but the population most vulnerable to trafficking mistrusts the source of this information and does not listen to the radio, how likely is it that messages will reach the most vulnerable people and be trusted in the first place? If local civil society is regarded as biased by the humanitarian community, even though affected communities consider civil society to be more trustworthy than humanitarian actors, how likely is it that humanitarians will engage in collaborative problem-solving?

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[10] This illustration is a mock relationship map between different actors within Myanmar; therefore the colors do not represent any specific type of relationship within this map. However, relationship mapping should illustrate the existing relationships, where relationships have been broken or mended, whether there is an open and trustworthy relationship or negative, skeptical, or fragmented relationships.

Lack of trust with one actor can indirectly affect how our response will impact the people we aim to help. An actor mapping and relationship exercise, such as a spider-web participatory approach[11], could clarify issues of perception and trust and help to identify opportunities for rebuilding relationships. This kind of activity should help articulate points of leverage and directly influence how programs are designed in order to achieve a protection outcome.

One organization recently undertook an analysis to assess how populations receive and use information. Findings revealed how different members of the population receive information, how information flows between people, what sources of information are trusted, and how it is used, conveyed, and manipulated. One important finding of this analysis was that people throughout Rakhine state's diverse demographic groups use informal methods of information gathering and sharing through social media, tea shop conversations, and phone calls with family and friends to share news and updates. Much of this informal information sharing contributes to the polarization of narratives and entrenchment of group identities, causing people to only trust information coming from members of their group. These findings also highlight the importance for actors to acknowledge and identify the PIM Matrix category "Communicating with(in) Communities" – taking into consideration communication between, among, and with communities.

The findings from this study are helpful in better understanding factors contributing to mistrust by and within populations, but the conclusions also have a significant bearing on the response to human trafficking. If populations do not trust the message-bearer, they are less likely to believe the messages. A failure to understand how information is received, used, and perceived will weaken response efforts, particularly where responses depend in part on awareness-raising of the risks of human trafficking.

Analyzing information as part of a comprehensive analysis not only serves to better understand the factors influencing human trafficking, it also provides a critical element to think through a causal logic, including points of influence and leverage that may positively or negatively contribute to response efforts.

Strengthening Results-Based Protection

While there are positive examples that demonstrate how humanitarian actors are addressing human trafficking, the response can be significantly enhanced by incorporating a results-based approach to protection. The points below highlight both opportunities and recommendations based on the key elements of results-based protection.

Element 1: Context-Specific Protection Analysis
- **Opportunities**
  - o Recognition by many humanitarian actors that state-wide, disaggregated profiling is necessary to understand specific dynamics and trends (including migration patterns within each

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[11] The Spider Web participatory tool is often used for participatory engagement within a community or program. This exercise can be adapted to explore the dynamics between relationships that exist between actors. This guidance provides a step-by-step process to use the tool with children: C. Feinstein & C. O'Kane (2005), "Spider Tool: A self-assessment and planning tool for child led initiatives and organizations," Save the Children, found here: http://www.ungei.org/resources/files/SCS_Spider_Tool_Final_2.pdf

camp/community) shows a commitment to understand the risk patterns and experiences of affected populations.
- o Many non-humanitarian actors incorporate conflict analysis and a nuanced understanding of conflict dynamics into their broader analysis, which allows for a more thorough contextual grasp of the situation.
- o Recognition by the humanitarian community of the need to map the CSO/community-based organizations (CBOs) reflects an interest in better engaging with local actors.
- o Good examples of non-humanitarian actors working closely with civil society or local organizations and undertaking CSO/CBO mapping to understand the perspective of affected populations and existing capacities.
- o Recognition of the need to understand the use of secondary information for protection analysis and outcomes.
- o Some agencies are prioritizing protection analysis (e.g., through a dedicated Analytical Unit, using continuous analysis, etc.), showing a commitment to these capacities within their organizations.
- o Several agencies are collecting and sharing protection-related data on a regular basis, highlighting a collaborative approach to data sharing, which should continue to be supported and strengthened.

- • **Recommendations**
  Context and definitions
  - o Better disaggregated analysis is needed to understand community-specific patterns of threats, vulnerabilities, and capacities. There is a significant gap in analyzing the threat component of risk, which leads to misunderstandings and gaps in responses. For example, organizations did not seem to be targeting interventions at the family level, which is often where the risk of trafficking begins.
  - o Similarly, there is a lack of understanding and awareness about what human trafficking means. While ILO sets out a definition on human trafficking[12], it is either unknown by many actors in Myanmar, or local perspectives differ from international definitions. UNHCR[13] and others also have their own definitions. With no clear and shared definitional understanding it is very difficult to mobilize actions and responses in a comprehensive manner.
  - o Bringing in conflict analysis and/or an awareness of conflict dynamics can contribute to a broader understanding of the historical context and environment of risks people face.

  Data collection and information sharing
  - o There is a need to understand communication and information flows between, among, and with affected populations. One way to do so is to refer to the PIM Matrix category "Communicating with(in) Communities" and identify the various pathways and methods.
  - o Actors should map what data and information already exists as well as the existing PIM systems (from the protection sector, from other sectors, and taking into consideration the PIM category "Communicating with(in) Communities") currently being used, detailing the data and

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[12] See human trafficking definition in:ILO (2015), "International Labour Migration in Myanmar: Building an evidence-base on patterns in migration, human trafficking and forced labour," found here: http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-yangon/documents/publication/wcms_440076.pdf
[13] See human trafficking definition in UNHCR's handbook on the "Protection of Internally Displaced Persons Action Sheet 7: Human Trafficking," found here: http://www.unhcr.org/4794b4322.pdf

information outputs for each system. The PIM Matrix is a useful tool to operationalize this exercise.

- o Actors should continually reflect on and evaluate if data collection efforts are based on a defined purpose and is proportional to the outcome being pursued.
- o Actors should reflect upon data collection methodologies to ensure that data collection efforts elicit the data that was intended, as well as assist in identifying information gaps for further inquiry.
- o Data collection efforts should ensure that sufficient analytical resources (human, systems, and financial) are planned for and in place to match the scope and scale of data collection efforts.
- o With the aim of strengthening a principled approach, actors implementing a PIM system should reflect on the PIM Principles in Action to assist in determining if their respective PIM system is applying protection and information management values and best practices.
- o To strengthen the management and best use of sensitive data in a safe and responsible manner it is important that actors identify – in consultation with communities – what data is sensitive and any associated risks, design PIM systems with affected communities, establish data and information sharing networks at the front end, and evaluate impact throughout the PIM process (from collection, analysis, sharing, and use).

Adaptive methods for continuous analysis
- o Actors should identify methods and approaches that will enable them to analyze risk patterns on a continuous basis. While few actors are doing continuous analysis, many donors are willing and able to fund more comprehensive analysis processes.
- o While doing an analysis, actors should make the space to question assumptions and critically reflect on the findings before making programmatic decisions.
- o It is critical to articulate the desired changes in policy, practice, attitude, and behavior expected result from the intervention undertaken as a basis for ongoing monitoring and adaptation of the logic behind the response.

Element 2: Outcome-Oriented Methods

- **Opportunities**
  - o Good examples of integrated protection being used across sectors to strengthen referral pathways in pursuit of protection outcomes.
  - o Some actors are using context-specific indicators; for example, noting when families build more permanent houses or plant different crops as a way to understand perceptions of security.
  - o Some flexibility from at least one donor to fund analysis; for example, allowing for a six month analysis phase before actual programming began.
  - o Some actors' methods to strengthen community skills, including leadership, community mobilization, critical thinking, and action planning, support the capacity of affected populations to contribute to analysis and problem-solving.
  - o Development and peacebuilding actors have a good understanding of the value of establishing milestones of changes within some sort of causal logic or theory of change.

- **Recommendations**

- There is a need for humanitarian actors to develop a causal logic[14] underpinning any response strategy (including for human trafficking), which will allow actors to be more explicit in addressing risks by mapping out the steps and milestones needed to address a given issue.
- Use the PIM matrix to map information gaps and potential sources as a means to assess the information landscape and contribute to a more comprehensive analysis and understanding of the situation.
- With much of the humanitarian response focused on activities and outputs related to service delivery, there is a need to shift toward methods which enable a program orientation towards outcomes. A response should arise out of methods that inform the appropriate action to reduce risk, not designed based on pre-defined activities or pre-determined vulnerabilities. Results-based methods are characterized by high adaptability and enable multiple actors, including affected people, to inform and shape the response.
- Opportunities should be prioritized to strengthen integrated protection[15] and link it to measurable protection outcomes. For example, investments in livelihoods may be a critical component of reducing the risk of human trafficking. Unfortunately, most current protection programs in Myanmar do not track whether or not these activities help change vulnerabilities or capacities vis-à-vis the threat.
- Addressing complicated protection problems like human trafficking requires considering a multitude of factors and breaking these factors down into manageable pieces. Actors should employ aspects of systems-thinking[16] to manage complexity; for example, tracking the indirect impacts of interventions, adapting programs in an iterative manner, and integrating diverse voices in program design.
- Actors should incorporate methods of reflection into program implementation as a way to revisit assumptions and patterns of risk. These methods could include individual reflective monitoring of situations, regular group analysis of recent trends, and a collective effort to identify and discuss assumptions being made in analysis and programming.
- As noted in InterAction's previous mission to Myanmar, there is an over-reliance on public and/or traditional forms of advocacy as a method to bring about change. Actors should critically analyze their methods to determine the most effective means for addressing change.

Element 3: Designing for Contribution
- **Opportunities**
  - Recognition among multiple actors of the need for joined-up advocacy efforts based on evidence, which can then be employed for stronger messaging.
  - CSOs are more likely to take a multi-disciplinary approach – including peacebuilding, humanitarian, and development – to address problems. This allows for more adaptive and diverse responses.

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[14] A causal logic exercise was introduced in the workshop in Rakhine. See Annex on a basic list of questions that can be used to explore the initial steps to a causal logic.

[15] According to the European Commission's office for European Civil Protection and Humanitarian Aid Operations (ECHO), "protection integration refers to sector work that aims to prevent and respond to violence or threat of violence; coercion and exploitation; deliberate deprivation, neglect or discrimination, and supporting people to enjoy their rights in safety and with dignity, through sector specific work." For more, see:
http://ec.europa.eu/echo/files/funding/decisions/2015/Integrated_FA_Protection_Programming_en.pdf

[16] Systems thinking is an approach and/or an underlying philosophy that helps to bring clarity to complex problems. See the Omidyar Group Workbook on Systems-Practice to learn more.

- CSOs are taking the initiative to organize themselves in a network, with a steering group, to discuss and respond to issues collectively. CSOs are also working to strengthen the moderate voice as a driving narrative to counter hardliners.

- **Recommendations**
  - There is a need for all actors to recognize existing operational silos and identify ways to work collectively to solve problems.
  - Inter-agency strategies should recognize and include the contribution of, and roles for, local civil society organizations, peacebuilding and development actors, and relevant government authorities. Strengthening diverse voices and contributions allows for creativity, adaptability, and better problem-solving.
  - Responses can be strengthened and adapted continuously throughout a response when actions by other actors are tracked to understand their contribution towards an outcome, whether positive or negative.
  - There is a need to establish inter-agency protocols for information management, so that agencies are able to share data, information, and analysis with the goal of achieving protection outcomes. Actors could build upon current efforts at the global level where PIM and OCHA are defining the core elements of a Framework for Data Sharing in Practice.
  - There is a need to understand information flows and how information is perceived and interpreted, positively or negatively, as well as how this impacts levels of trust between and among individuals and groups.
  - There is a need to recognize the role of trust in designing for contribution. Mapping relationships and trust between individuals and groups could help identify situational trends and ways that different actors can contribute to protection outcomes.