



KNOWLEDGE MATTERS

Experiences and learning from
Concern's protection work

Issue 25 | November 2019

CONCERN
worldwide

**ENDING
EXTREME POVERTY
WHATEVER
IT TAKES**

If you have any contributions, ideas or topics for future issues of Knowledge Matters please contact the editorial team by email at knowledgematters@concern.net.

The views expressed are the authors' and do not necessarily coincide with those of Concern Worldwide or its partners.

Knowledge Matters basics

Knowledge Matters offers practice-relevant analysis relating to the development and humanitarian work of Concern Worldwide. It provides a forum for staff and partners to exchange ideas and experiences. The publication is committed to encouraging high quality analysis in the understanding of Concern's work. Concern staff and partners document their ideas and experiences through articles. Articles are very short – 500 – 1,500 words. Usually you only have space to make two or three interesting points. Here are some tips on writing a short feature article:

- Start by imagining your audience – a Concern colleague. Why are they interested – why do they want to read what you have to say? When you identify what your most important point is, say it straight away, in the title or first sentence.
- What can others learn from your story? Focus on this. Remember to back up your story with evidence. This can be got from evaluations.
- It's easier to get people reading if you start with the human perspective – mentioning real people and real-life events. (You don't have to give names).
- Use short sentences. Use Concern's style guide to help you.
- Keep paragraphs to a maximum of six lines long.

- Use clear language. Many of the readers of Knowledge Matters are non-native English speakers, so think carefully about using idioms or colloquial language that might not be easily understood by others.
- Always avoid assuming too high a level of knowledge of the topic you are writing about, on the part of the reader.
- Use active sentences ('we held a workshop' not 'a workshop was held by us')
- Use short and clear expressions.
- Keep your title short - no more than eight words.
- Where necessary use photos to accompany the narrative but ensure that you follow the Dóchas Code of Conduct on Images and Messages.

Cover photo: Game on child protection using the 'Playdagogy' method, Belekou, Haiti. June 2019. Photo: Katia Antoine

Contents

- 4 Concern's approach to protecting affected populations.**
Andrea Breslin

- 9 Key Learnings from using Playdagogy to engage children on protection issues in Haiti.**
Eléonore Dupre

- 13 Child-Friendly Spaces: A community approach to protection within Syrian informal settlements.**
Brooke Peacock

- 16 Protection programming in Concern Turkey.**
Fariduddin Barzgar

- 19 Referral procedures and practices in Concern Lebanon.**
Andrea Breslin and Junaid Hassan

- 23 Integrated resilience, gender and protection programming model in DRC.**
Lovisa Klason

From the Issue Editor – Protection in Practice

Welcome to the latest issue of Knowledge Matters, looking at Concern's work on addressing protection needs in a range of different contexts. The issue highlights Concern's approach to protection in programming, as well as its place as a cross-cutting issue for the organisation, highlighting how our protection work is evolving over time, and presenting key results and lessons learned.

Concern is working increasingly in fragile and conflict-affected states, where protection is part of the operating landscape, and is an unavoidable aspect of the need that confronts us. The role of Humanitarian Protection Adviser in Concern focuses on mainstreaming protection and accountability across the programmes. The Protection Adviser role has fulfilled a broad range of functions, from protection programme design and implementation, to protection mainstreaming, gender-based violence (GBV) prevention and response, child protection, safeguarding and work on strengthening Complaints and Feedback Mechanisms as part of accountability to affected populations.

In 2018, Concern became certified by the Core Humanitarian Standard (CHS). The CHS places communities and people affected by crisis at the centre of humanitarian action and promotes respect for their fundamental human rights. Commitment 1 of the CHS states that communities and people affected by crisis receive assistance appropriate to their needs - this includes both assistance and protection. Concern also recognises our obligation to respect international law, the humanitarian principles, Sphere, and the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief. The commitments made as part of the World Humanitarian Summit to integrate protection in all our humanitarian responses, and our commitment to be accountable and to ensure quality programming to individuals suffering extreme adversity further obligate us to address protection across our programmes.

As we continue the journey in the protection sphere, with up to five years of work in some of the countries spotlighted here, it is a good time to reflect, and provide some insights and analysis that are the basis of this edition of Knowledge Matters. This issue includes articles from Haiti, Lebanon, Syria, Turkey and Democratic Republic of Congo (DRC).

I would like to thank all the contributors who have made this issue of Knowledge Matters possible, in particular Andy Buchanan who suggested it and Brid Kennedy who responded to the idea with enthusiasm.

Andrea Breslin

Concern's approach to protecting affected populations

By: Andrea Breslin

What is protection?

Protection work seeks to prevent, and respond to violations of people's rights, under international human rights, humanitarian, and refugee law. As a humanitarian organisation, protection informs us of our responsibilities when providing assistance.¹

In practical terms, this means identifying who is at risk, how and why at the very outset of a crisis and then taking into account the specific vulnerabilities that underlie these risks, including those experienced by men, women, girls and boys, and groups of individuals sharing particular characteristics that may increase the risk of certain protection threats. This could include internally displaced persons, older persons, persons with disabilities, and persons belonging to social, religious, ethnic and other minorities, and implementing a range of measures to ensure effective protection of these individuals and groups.

Protection is fundamentally an obligation of the state, but when the capacity of the state to protect is overwhelmed by crisis, disaster, displacement, or armed conflict; international actors, including humanitarian actors, must fill the gap. Protection is a very basic, mostly temporary, way to respond to exceptional levels of violence and protection

threats – threats frequently emanating from armed groups, including state armed forces. In stable, relatively secure peacetime settings, the state is responsible for the protection of all those on its territory, under human rights law.

Protection evolved in response to the fact that in large-scale crisis, large-scale displacement, and especially, and mostly, in conflict, civil society and government structures and services break down. For example in the Balkans and in Rwanda where material aid was not enough to prevent and respond to the suffering experienced. The framework of human rights, gender, rule of law, access to justice, social work, and other 'regular' forms of support and services, and avenues and strategies to fulfil human rights in peacetime, no longer exist. In displacement contexts, and in conflict, international humanitarian law and international refugee law apply – these are two core aspects of protection – and these bodies of law do not apply outside of displacement/conflict settings.

Protection programming

Protection is essentially any activity aimed at creating an environment conducive to respect for human beings, preventing and/or alleviating the immediate effects of a specific pattern of abuse, and restoring dignified conditions of life. This can include, for example, work to prevent and respond to gender-based violence, to reunite children with their parents through family tracing and

¹ From Concern's Approach to Protection paper 2018

TYPE OF PROTECTION WORK	EXAMPLE
Child Protection	Child Friendly Spaces in refugee/ Internally Displaced People (IDP) camps
Gender Based Violence (Prevention and Response)	Awareness raising on GBV, medical, psychosocial, legal and material assistance, safe spaces for survivors of GBV
Mental Health and Psychosocial Support (MHPSS)	Community counselling groups
Case Management	Helping individual children and families through a process of direct social-work type support, and information management
Mine Action and Mine Risk Education	Sensitisation on mines and unexploded ordnance (UXOs) to reduce risk
Refugee Registration and Refugee Status Determination	Individual (and group) refugee status determination
Housing Land and Property Rights (HLP)	Working with people after return in relation to access to property
Legal Aid and Information Provision	Providing legal advice in relation to status and access to services
Family Tracing and Reunification	Re-establishing links between separated and unaccompanied children and their parents

reunification, to provide basic psychosocial support to those affected by conflict, or to register and provide support to refugees.

From the above areas of protection work, Concern implements protection programmes related to child protection, gender-based violence prevention and response, case management, psychosocial support, and mine risk education. Concern country offices have referral systems to link individuals to other actors, including protection actors, in order to address needs outside of what we are providing.

Integrating protection as a cross-cutting issue

This is the practical application of the following four protection mainstreaming principles:

- 1. Prioritise safety & dignity, and avoid causing harm:** Prevent and minimise as much as possible any unintended negative effects of your intervention which can increase people's vulnerability to both physical and psychosocial risks.

2. **Meaningful Access:** Arrange for people’s access to assistance and services – in proportion to need and without any barriers (e.g. discrimination). Pay special attention to individuals and groups who may be particularly vulnerable or have difficulty accessing assistance and services.
3. **Accountability:** Set-up appropriate mechanisms through which affected populations can measure the adequacy of interventions, and address concerns and complaints.
4. **Participation and empowerment:** Support the development of self-protection capacities and assist people to claim their rights, including – not exclusively – the rights to shelter, food, water and sanitation, health, and education.

Protection as a cross cutting issue should be incorporated into the planning, design, implementation, monitoring, and evaluation of a programme. Protection is focused on avoiding and responding to *intentional* harm done to members of the affected community by external actors through the *violation of international law*, including discrimination, deliberate deprivation, forced displacement, forced recruitment, and targeting of civilians and civilian infrastructure in armed conflict.

As the application of protection as a cross-cutting issue involves increasing programme quality and accountability in general, multiple examples of the application of the four protection principles are consistently present in our work. There is strong overlap with other commitments, for example participation and empowerment, conflict sensitivity, GBV risk mitigation, accountability to affected populations, and the establishment of a safe, confidential, effective and responsive feedback and response mechanism. If protection is not

addressed directly and explicitly, however, the risk is that the principles may not be applied in a systematic way, and will not be measurable in terms of application, and any improvements required not identified.

The application of protection as a cross cutting issue seems to be strongest in locations where we have protection programmes, or senior programme staff with an interest in and understanding of protection. If some technical capacity exists at programme team level, basic activities such as the establishment of referral mechanisms, the conduct of protection risk analysis, and engagement with protection coordination in-country can be easily facilitated. When the protection principles are applied, the sustainability of the application is often dependent on the existence of staff with a protection related role, or staff with interest and background in protection. In countries without such in-country support available, it is difficult to implement and to sustain the implementation of protection guidance.²

Concern’s Approach to Protection Paper

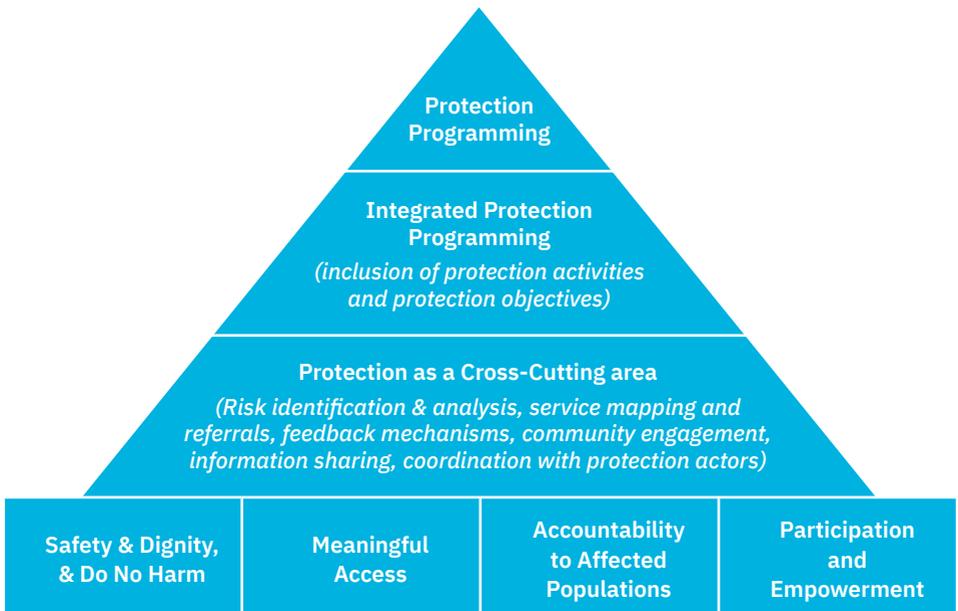
The Approach to Protection Paper and the Technical Standards on Protection were shared globally with all Concern staff by the CEO in August 2018. The Technical Standards for the Integration of Protection into Programmes outlines how the four protection mainstreaming principles should be applied in practical ways throughout Concern’s key programme sectors, and these should guide country programmes to apply the principles in practice throughout the programme cycle. Technical support and

² This perspective is based on Protection Adviser Mission Reports to multiple countries: South Sudan, Syria, Iraq, Turkey, Lebanon, Haiti, Bangladesh, DRC, and from remote technical support to country programmes from 2017 – 2019.

engagement, and ongoing support, however, is often required to select and apply the most suitable tools in different contexts, and to implement, review and adapt as necessary, especially in countries with limited technical capacity on protection.

In countries where we have significant protection capacity/knowledge, it is often due to Concern staff having previously worked for protection actors. These dedicated protection actors, however, often have a different approach to implementing activities than Concern does, a wider scope, and a more integrated structural framework for protection. The knowledge and experience that these staff bring into Concern, is essential to increase internal awareness and understanding of protection work. However, the scope and limits of Concern’s engagement on protection in programmes needs to be clear to all staff.

In relation to our engagement with coordination on protection, Protection Clusters, and Protection Sector Working Groups, are established in conflict settings, complex emergencies, and natural disasters. Activated field protection clusters and protection sectors are currently operating in 26 countries, 12 of which Concern have country offices in (two additional Concern programme countries have protection sector working groups: Lebanon and Turkey). Concern are participating/active in the Protection Cluster/Protection Sector in the following countries with ongoing conflict/humanitarian crisis/situations of mass displacement: Bangladesh; CAR; Chad; DRC; Haiti; Kenya; Lebanon; Niger; Pakistan; Syria and Iraq; Turkey. In some countries, for example in Haiti, where Concern funded the development of the National Protection Strategy for Haiti, and in those countries where we implement protection programming, we are particularly active.



Monitoring and evaluation of protection

The HPP Meta-evaluation report of 2019 outlined that more attention was required in relation to protection in certain country programmes evaluated. An example was also given from one particular country, where Concern staff did not appear to be aware of an issue related to gender based violence perpetrated by labourers contracted by INGOs in a particular camp. This is one reason why Concern staff should be aware of the various protection issues in any location, whether or not we are engaging in any protection activities.

The HPP Meta-evaluation noted that there were some challenges inherent in assessing protection programmes using the same methodology used for other sectors. It was noted that this approach was challenging due to the 'sheer complexity of measuring causality in this type of project'. ALNAP recognised this key difference in the evaluation of protection work, and to respond to the challenge faced by multiple actors in the sector, produced a Guide on the Evaluation of Protection in Humanitarian Action³. Challenges addressed include those arising from the multi-faceted nature of protection activities, the difficulty understanding cause-effect relationships underlying protection risks, and the challenges of accessing and managing very sensitive data, sometimes drawn from communities in conflict.

Efforts are underway, therefore, for Concern to adapt some monitoring and evaluation frameworks and tools to account for some of the nuances and particularities of both protection activities and protection as a cross cutting issue.

As Concern continues on its journey to comprehensively integrate protection throughout its work, meaningful coordination and collaboration with protection actors, sustained technical support to programme teams, and sharing of good practice between country programmes will pave the way for enhanced protection of the people we seek to assist.

³. <https://www.alnap.org/help-library/alnap-guide-evaluation-of-protection-in-humanitarian-action>

Key learnings from using Playdagogy to engage children on protection issues in Haiti

By: Eléonore Dupre

Groups of mixed aged children are standing in a line and jumping from one side to the other. Some are laughing; others show very focused faces: they are waiting for directions! With enthusiasm, the animator shouts, “health, education, health, health”. The game is very simple: each side of the line represents one of a range of child rights. As the animator shouts, children have to jump on the correct side.

The above is an example of a simple yet effective warm-up exercise, an introduction to a new session on child protection with children from Cité Soleil, Haiti.

What are key protection issues in Cité Soleil?

Concern in Haiti works in one of the most vulnerable slum areas of Port au Prince, Cité Soleil. In Cité Soleil, material deprivation meets with pervasive violence and exposure to numerous hazards. There are many protection issues facing the children living in the slum. One of these issues is the extent of violence experienced at the community level: Cité Soleil is marred by gang-related violence with inter-neighbourhood conflicts, resulting in casualties, fear, and limiting people’s movements and opportunities.



Warm up on Child Rights, Belekou, Haiti. June 2019. Photo: Katia Antoine



Violence is not only an issue at the community level but is also pervasive in family and in school spaces. Approximately 85% of 2-14 year old children are exposed to violent methods of discipline at home. A most likely underreported estimation indicates one in four girls and one in five boys are survivors of sexual abuse before 18 years old.¹ Child separation from family is also a main issue, with sending a child for domestic labour² being a relatively common practice.

What is Concern’s response to protection issues in Cité Soleil?

With funding from UNICEF, Concern initiated a two year integrated child protection project in Cité Soleil in 2018. This project primarily aims to strengthen a protective environment for children with a multi-layered approach, focusing on the individual; his/her family as the primary protective sphere; and his/her community.

The project outcomes are 1) 500 extreme poor households, whose children are at risk of family separation or any type of abuse, benefit from an integrated program including training and cash transfers³; 2) 300 adolescents from targeted households benefit from an integrated personal and professional development package 3) A Children’s Parliament is piloted in Cité Soleil.

This article focuses on activities implemented through a specific methodology, Playdagogy, which is just one component of the overall

project and is linked to holistic support to address complex issues around child protection.

Playdagogy is a method of education based on sport and games. It is a recognised methodology to engage children effectively on a number of protection issues, developed by PLAY International. In Haiti, Concern works together with a local organisation, Jeunesse en Développement (JEDe), who are a main implementer of Playdagogy since PLAY International left Haiti in 2015.

As Julien Ganthier, JEDe’s partnership manager, describes it: “Playdagogy is one of the great methodologies to engage children, especially in the Haitian context. Playdagogy has, at least, the five following benefits: First, you can apply it anywhere, whatever space you have at your disposal, small or large! Second, you contribute to children’s health with sport activities. Third, you also allow the child to play and entertain him/herself. Fourth, you can provide the child with key information on any thematic. Fifth, you give the space for the child to speak out, to express himself/herself, his or her feelings and thoughts.”

An example of a session is “guide him, catch him”. In this game, children have to gather together in one of the circles on the ground when music stops playing. There is also a “catcher”: a child standing at the side whose role is to try to catch the other children before they enter the circles. As children become more familiar with the game and loudly entertain themselves, the animator introduces the theme; the circles are not circles anymore but schools, homes, and churches. The game then continues, and when all children are exhausted, with a content smile on their faces, it is time for a debate. The animator asks questions and facilitates the discussion with the children: what did they understand from the game? How did they feel when they could not enter in the circles? Are there other times they

1. Save the Children Haiti
2. Child domesticity results from a child sent to another household to carry out domestic work in exchange for a child’s basic needs being taken care of (this agreement is not always respected). National level data indicates that around 9% of children aged 5-17 years old are involved in this form of domestic work.
3. The training package includes: life skills, parenting education, income generating activity and financial literacy



Game on child protection, Belekou, Haiti. June 2019. Photo: Katia Antoine

used to feel the same as they did just now? How did “the catcher” feel? And also, which safe places do they have in their lives, in their communities? Can it happen that these places become unsafe?

Children actively take part in the discussion, and explore their emotions and experience through simple games followed by reflection.

What has Concern’s experience been in this approach to responding to child protection issues in Cité Soleil?

This approach is new to Concern in Haiti, but the impact of this method on children is clear to our team. Firstly, this intervention is creating a crucial safe space for children to play. The need for such space is huge, with a dire lack of facilities and trained animators to organise activities and limited recognition of the importance of play for children. We were struck to see that parents were supportive and came to us congratulating us for the activities. One mother even waited patiently for the activity to finish in order to take her child to an important appointment.

We have noticed that demand⁴ and retention are not issues for these activities – on the contrary – the demand is so high it is hard to accommodate everyone who wants to be involved!

What is important about this particular method is that in addition to creating a safe space for these children to play, Concern is also equipping children with more knowledge and confidence to speak out. They get to know their rights better, identify risks and cases of abuse and know where to look for support. Children are made to feel comfortable and safe by the way activities are structured, and are then motivated to speak out.⁵

4. Focus group discussions with both children and adults confirmed the appreciation for the activities and demand for more activities of such type.

5. To ensure children’s safety and safeguarding as they are participating in project activities, Concern is taking the following actions: 1) informed consent and written parental authorisation for participation of their children in the activities 2) presentation of Concern Complaints Response Mechanism (CRM) to parents, 3) daily quick evaluation of the activities with the children 4) staff training on CRM, Programme Participant Protection Policy (P4) and the Concern Code of Conduct.





Game on Equality, Cité Soleil, Haiti. August 2019. Photo: Kieran McConville

The sport related activities may look simple, but in fact we have learned that they provide an important platform for children to practice a number of social skills, including mutual assistance, sustained efforts to reach goals, respect for others and equal participation. Those are crucial for these children to navigate the challenging and complex social dynamics in their neighbourhoods of Cité Soleil.

Some parents of children who participated to the activities said: “We appreciated these activities as they give a chance for children to play, and we know the importance of play for a child’s development”⁶. These words echo with the slogan and title of Concern’s project, and show our work is going in the right direction: “*Timoun djanm Jodi, sosyete djanm demen*” (children standing tall today for a strong society tomorrow)!

⁶ “Nou te renmen aktivite a paske sa te bay timoun yo on okasyon pou jwe, lè nou konnen jwet la pèmèt ak ride timoun yo kapab devlope” (Focus Group Discussion, August 2019)

Under the project, two Children’s Parliaments have been set up in two neighbourhoods with 25 and 27 members respectively. These Children’s Parliaments, supported by the animators, have developed a small theatre piece on children’s rights which they are planning to play in front of local authorities.

Based on the success of Playdagogy in engaging children, Concern Haiti is adopting this methodology in its other projects, including an ECHO⁷ funded disaster risk reduction (DRR) project and is planned to be included in the Irish Aid funded urban integrated project under the IAPF grant. The Concern Haiti team is also considering including Playdagogy in its future education and protection projects.

⁷ The European Civil Protection and Humanitarian Aid Operations Department (ECHO). This document covers humanitarian aid activities implemented with the financial assistance of the European Union. The views expressed herein should not be taken, in any way, to reflect the official opinion of the European Union, and the European Commission is not responsible for any use that may be made of the information it contains.

Child-Friendly Spaces: A community approach to protection within Syrian informal settlements

By: Brooke Peacock

Introduction

The Syrian crisis is entering its ninth year of conflict. During this time over 10.4 million people (more than half of Syria's population) have been forced to leave their homes, with 6.2 million people remaining internally displaced¹. Many communities in Syria that we work with have been displaced multiple times, directly witnessed conflict, and/or lived under ISIS control. All of this has had a devastating toll, both socially and in terms of physical and psychological health.

However, if you walk into anyone of Concerns' 12 Child-Friendly Spaces (CFS) across Syria, infectious laughter can be heard throughout. These brightly coloured havens are designed to support children and caregivers to improve their psychosocial wellbeing that has been damaged as a result of the conflict. Psychosocial wellbeing is about creating a positive relationship between a person's psychological health and their social environment. The CFS allows children to take part in structured activities designed with specific objectives such as increased resiliency, emotional regulating and social skills. They are also a place for caregivers to increase their knowledge of child protection risks and challenges, and to help them support their children to cope with adversity through positive parenting skills sessions under the guidance of our trained local facilitators.

Why do we work in informal settlements?

Displaced populations living in formal IDP camps are in the spotlight when it comes to receiving aid and assistance. Although these groups are extremely vulnerable, this focus means that other populations, living within improvised settlements, remain severely underserved. The often-remote location, smaller population size and scattered tent clustering resulting in a need for a mobile approach are all contributing factors to the limited assistance provided to informal settlements. Concern is one of the few NGO's in Syria that prioritises supporting "out of camp" locations with emergency assistance and WASH facilities. This support was expanded in January 2019 with the establishment of Child Friendly Spaces in informal settlements, as a way to provide support and protection to the children living there.

Salha a mother of three living in an informal settlement explains, "Our children are healthier; they have regular access to food, clean toilets and activities and for that we are thankful"

¹ Syria – Humanitarian Needs Overview, March 2019





Recreational activity at one of Concern's Child-Friendly Spaces within Syria, March 2019. Photographed by a Concern Facilitator.

Community Engagement Approach

Warm greetings from neighbouring tents is one of the first things you will notice as you approach a Child-Friendly Space, which sits in the middle of the settlement, unguarded and without a fence. This reception is not by chance, but rather a direct result of a relationship built through extensive community consultations and engagement. Each CFS location is carefully constructed to be both physically safe and emotionally supporting. Activities are conducted from within large tents that are left open and unlocked. When the CFS sessions have finished for day the spaces are not closed up for the night; rather the community is encouraged to utilize these spaces for weddings, birthdays, religious ceremonies and other social gatherings. Recently, a number of newly arrived IDP's slept inside the CFS outside of opening hours until they were able to access their own personal tent. To increase the sense of community ownership, Concern have prioritised hiring

staff from the settlement sites. Once hired, the staff are encouraged and mentored to increase their confidence as role models that can support their community, well beyond the life span of the project. Technical supervision is provided by senior protection staff alongside mentoring from longer term staff members who are in the same role but in another nearby location.

Impact of our Intervention

Our focus has been to bring about a long term change by providing assistance to both children and their caregivers. We monitor the impact we are having with tools that measure both intrinsic assets, such as perseverance, efficacy, self-esteem and extrinsic assets such as living in a nurturing environment with supportive caregivers and a positive relationship with peers. Generally, we have seen an improvement in a child's resilience score, indicating a child's healing process from past traumas and positive self-growth.

Challenges, Success and Lessons Learned

Fatima, a CFS Facilitator and resident of an informal settlement, highlights the importance of working with both the children and their caregivers in her community. Once a month she supports senior protection staff to deliver positive parenting skills sessions to members of her community. These sessions are designed to encourage and empower caregivers to support their children in overcoming the negative effects of war and displacement, by providing guidance and practical skills for communication and nurturing. The advantage of having locally hired protection staff means that they are able to identify the importance of engaging with caregivers of their community around certain topics including; the impacts of child labour, early marriage and toxic stress. Since commencing CFS activities in informal settlements, the team has also identified a higher rate of caregiver participation as opposed to the traditional urban centres.

This high rate of attendance is attributed to the increased level community ownership of the CFS and subsequent physical accessibility of the space. In addition, informal settlements typically have a stronger cohesion due to the increased number of familial and social ties within the site. This provides Concern with an opportunity to engage the whole family in information provision around risks to children and positive parenting techniques.



Protection programming in Concern Turkey

By: Fariduddin Barzgar

Concern's Protection¹ Work in Turkey

Concern began its protection work in South East Turkey in 2016 with a Special Needs Fund funded by ECHO², targeting the most vulnerable refugee families in Sanliurfa province. The protection programme follows the case management approach to target Syrian refugees through outreach and household visits as well as protection hubs in five districts, providing case management services and individual protection assistance (IPA). The programme covers three provinces (Sanliurfa, Malatya and Adiyaman) and is currently implemented by Concern and four partners.

In line with the objectives of the Turkey Regional Refugee and Resilience Plan (3RP); Concern's approach to protection builds upon and works within the existing national framework of rights, entitlements, and services available for refugees such as health, protection, education, and legal services by state institutions. Furthermore,

our protection work links to other forms of assistance and social protection such as the Emergency Social Safety Net (ESSN) or Conditional Cash Transfer for Education (CCTE) provided by the Turkish Red Crescent and UNICEF respectively.

The main aim of the protection programme is to link refugees with government services and to prepare for the eventual transition to support from government services only. To this end, Concern has established cooperative relationships with local protection actors such as Provincial Directorate of Family and Social Policy, social service centres and the Bar Association, as these are the expected long-term protection service providers.

Concern Turkey Protection Approach

Concern Turkey Protection Programme targets the most vulnerable community members through five complimentary activities:

1. Addressing, in compliance with the humanitarian principles of humanity, neutrality, impartiality and independence.
2. The European Civil Protection and Humanitarian Aid Operations Department (ECHO). This document covers humanitarian aid activities implemented with the financial assistance of the European Union. The views expressed herein should not be taken, in any way, to reflect the official opinion of the European Union, and the European Commission is not responsible for any use that may be made of the information it contains.



Outreach: this includes community and household visits, distribution of leaflets and brochures about government and NGO services. Outreach is used as a non-stigmatising approach to identify IPA, case management and PSS participants.

Awareness Raising: Covers mostly topics such as Child labour, Access to labour rights, Education rights, Temporary & International Protection, Health services, Family law and Social services in Turkey.

Individual Protection Assistance: Provision of support to refugees who need a single service which can be completed within 3 months. IPA assistance may include referrals, translation services, direct provision of in-kind assistance and access to basic public services in Turkey.

Case management: Provision of support services to refugees who need referral to multiple services which will need more than 3 months. This may include high-risk cases including survivors of SGBV and child labour. The case management plan is developed following an assessment of the risks and needs, and a detailed case management plan is then put together.

Psychosocial Support: Aims to prepare out of school children for enrolment in the formal education system taking into consideration barriers such as bullying, stress, and post-traumatic symptoms.

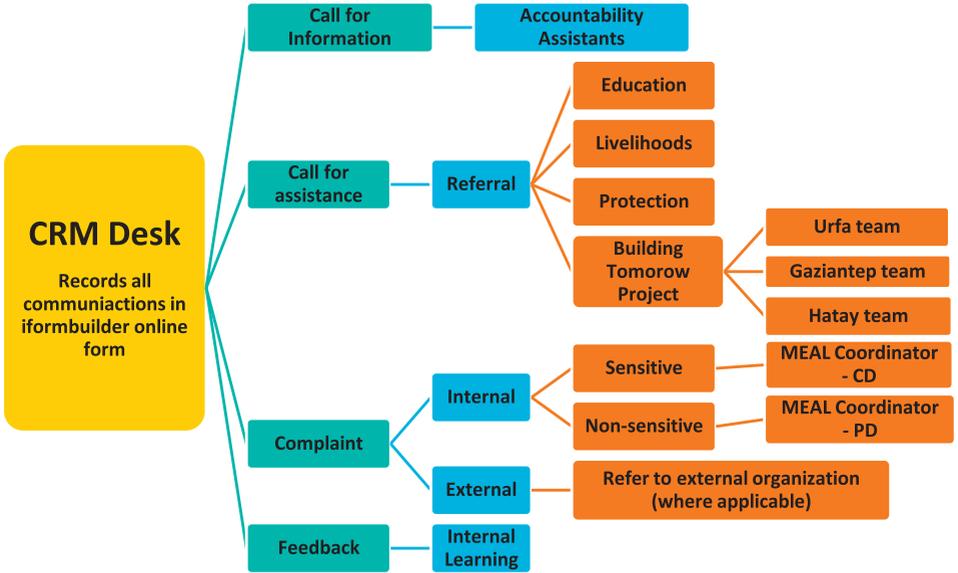
Outcomes

Concern in Turkey has supported 28,530 refugees (10,135 males, 10,257 females, 4,165 boys, 3,973 girls) with protection services since 2016 in three provinces. In the first quarter of 2019 (January – March), 63% of adult refugees receiving protection services from Concern showed an improvement in their wellbeing. As a result of participation in PSS group activities, 85% of children in the protection hubs reported improved resilience, coping and adaptation. Overall, 65% of parents and caregivers who attended sessions at the hubs reported observing an improvement in their children's overall wellbeing.

Good practices and lessons learned

Community Response Mechanism

To ensure that response to protection risks is timely and effective, Concern operates a Community Response Mechanism (CRM) through a hotline and WhatsApp number. These numbers are disseminated within the community, and are used by refugees to seek protection assistance in a safe and confidential manner. Post assistance monitoring has shown that beneficiaries receiving assistance after contacting the CRM referrals have a satisfaction rate of over 80%. In addition to providing



assistance, the CRM collects feedback on the performance of Concern teams and can be used to receive sensitive and non-sensitive complaints as shown in the flowchart above.

Partnerships and Coordination

Concern in Turkey implements protection activities in 2 provinces through local NGO partners and is looking to increase the percentage of the programme implemented by local NGO partners in the future. Concern also engages with local stakeholders in each province starting with stakeholders at the community levels such as Muhtars³, relevant ministries' provincial directorates, and municipalities. These entities are key for Concern to access the neighbourhoods of refugee populations, and for providing access to services for refugees. Through coordination with other NGO actors in Sanliurfa, Concern ensures that protection

services reach different communities across the province and that beneficiaries are referred to the appropriate service provider.

Finally, the protection team is culturally diverse and includes staff that are of different origins and backgrounds, and who can speak Turkish, English, Arabic and Kurdish. This ensures that all members of the refugee community are able to access services through the mobile approach as well as the district protection hubs.

³ Neighbourhood-level community leader in Turkey

Referral procedures and practices in Concern Lebanon

By: Andrea Breslin and Junaid Hassan

Service Mapping and Referrals in the Lebanon Refugee Response

The humanitarian response to the Syrian refugee crisis has been ongoing in Lebanon for eight years. Within the refugee response in Lebanon, the humanitarian sector has recognised that strengthening multi-sector referral systems and pathways is fundamental to increasing the effectiveness of the response, and for enhancing accountability to people of concern.¹ Prior to the introduction of an automated system, there were several sector-level referral tools in use that had been developed by different organisations, supporting manual referral systems across the humanitarian response. A gap was identified therefore in terms in common systems and tools to facilitate multi-sector referrals, to address the situation where many sectors and individual organisations had been manually and inconsistently tracking referrals.

Service Mapping is the process of identifying and documenting information about all the available services, for a population affected by crisis or displacement, for the purpose of facilitating referrals between international and national aid agencies, and between agencies and government services.

¹ See Report: Increasing Effectiveness & Accountability in Referral Pathways - Referral Information Management System (DRC, Lebanon March 2019).

Referrals help facilitate refugees' and host community members' access to services by:

- ✓ *Putting individuals in need of services directly in contact with relevant service providers*
- ✓ *Enabling people to seek the assistance and support them in receiving it by addressing any blockages or challenges, including linguistic, transport, discrimination, and other access issues.*

Referrals involve sharing information of individuals requiring assistance to relevant service providers, using a detailed and geographically defined service map, containing specific information and contacts for available services. Only information relevant for the individual to receive a particular service is shared. If the individual is referred to Case Management, the information included in the referral form is coded to ensure confidentiality. This referral, or 'linking' as it is sometimes called, can be to either another department within an organisation, an 'internal referral', or to an external organisation, an 'external referral'. The provision of general information about available services to an individual, so that they can independently seek assistance, is not normally considered a referral.²

² See Lebanon Inter-Agency Minimum Standards and Procedures for Referrals, 2019.



An *internal referral* thus involves sharing information regarding the specific needs of an individual, to other departments in the same country programme for follow-up and response. An example of this would be a referral of an individual enrolled in a livelihoods project to the protection team for assistance with a child protection issue. An *inter-agency or an external referral*, is a similar process, but involves sharing the information of an individual in need to another service provider because s/ he requires help that is beyond the expertise or scope of work of the current service provider. The minimum amount of information required for effective follow up is shared with the informed consent of the affected individual, using a standardised procedure including the use of a referral form and a referrals tracking database. A referral can be made to a variety of services, for example health, psychosocial support, specialised protection services, nutrition, education, shelter, material and/or financial assistance.

A referral can be carried out by anyone involved in humanitarian work or service provision, for example: by a Concern Case Worker referring an individual for physical rehabilitation; or by a Psychosocial Support facilitator, referring a separated minor to an external agency who can provide family tracing and reunification support.

Evolution of the Referrals System

Concern has been carrying out referrals in Lebanon since 2013. The team linked in with the relevant sector working groups to access existing service mappings, and developed a service mapping for the country office areas of operation to fill any gaps in the available information. Inter-agency referrals were carried out using the Inter-agency Referral Form. A Standard Operating Procedures (SOP) document was developed



Figure 1: Poster used by Concern in Lebanon to communicate to programme participants about the CRM and referral system (referral contact numbers are mentioned in the lower right-hand corner).

in 2018 to guide practice on referrals in the Concern Lebanon office. Prior to this, the UNHCR inter-agency SOP was used as a guiding document.

The team experienced some challenges around the practice of referrals, mainly regarding how much follow-up was appropriate, the confidentiality required in case management and tracking the referral figures of different agencies throughout the various coordination mechanisms. Responding to the challenges in the overall humanitarian response, an automated referrals system, the Referral Information Management System (RIMS), was introduced in Lebanon by Danish Refugee Council (DRC) in 2018. RIMS provides organisations with a common platform to facilitate, track, follow-up and monitor referrals and extract referral



data across sectors. Users of the system can track and manage referrals in real time by logging in to the platform, thus reducing time manually following up with multiple individuals and actors to ensure those most in need of support are assisted within a reasonable timeframe. The referral data can then provide crucial insights in terms of the effectiveness of referrals and identify any gaps and bottlenecks in service provision across the response.

Current Referrals Practice in Concern Lebanon

In September 2018 the new RIMS system was introduced to Concern. The Protection Programme Manager, MEAL Team and Focal Points (FPs) participated in an in-house training on the new system, and Concern started using it in late 2018. The Concern Lebanon Referrals SOP was revised in 2019 and during this process a range of Lebanon-specific and global guidance in relation to referrals procedure was consulted and incorporated.

All referrals are now made, managed, and recorded by Focal Points through the RIMS online system. This applies to both internal and external referrals. Using the service mapping within the RIMS system, the Focal Point can choose the most appropriate referral pathway. When a referral is submitted in RIMS, the relevant focal point in the receiving agency receives an automatic email, and for those agencies also on RIMS, a notification on the platform. It is the duty of the receiving Concern programme/NGO/UN agency/ service provider to (i) confirm receipt of the case and (ii) confirm if the service has been delivered or not. The Focal Point continues to follow up until confirmation of service delivery has been received and then (if necessary) follow up with the individual to ensure that they have received the necessary service.

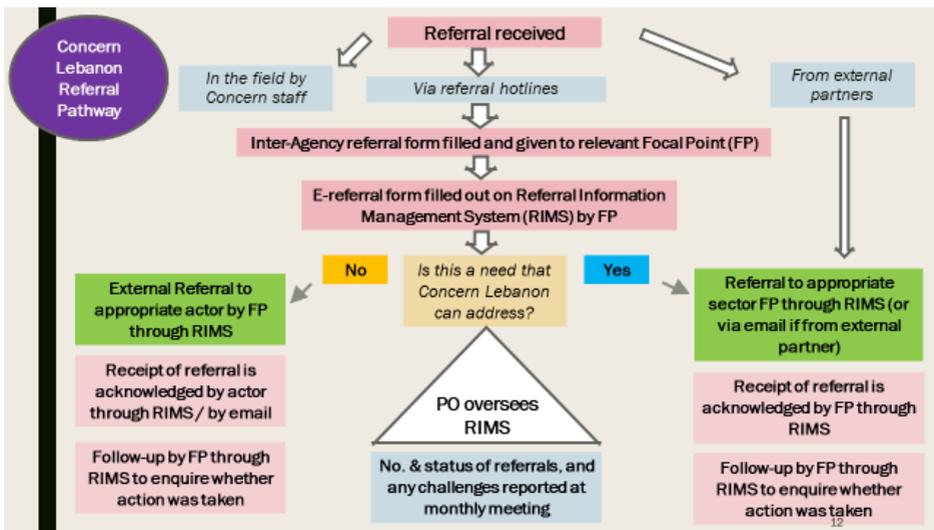


Figure 2: Concern Lebanon referral pathway



Principles and Good Practice in Conducting Referrals

The Humanitarian Protection Adviser has provided clear guidance on using global standards, on how to approach a referral, obtaining informed consent, ensuring the safety of staff, ensuring the upholding of the principle of do no harm, and ensuring confidentiality and safe storage of documentation throughout the process. There are also limits as to how involved our staff should get in any situation they hear about or come across in the field, and of course, Concern staff should avoid gathering any unnecessary information about an incident, or attempt to verify any information in the case of a protection issue.

In terms of data storage, each Focal Point maintains a harmonized referral dashboard on RIMS, that records every referral case received and referred by that FP and their programme. The Programme Manager receives all referral databases from all FPs on a monthly basis to ensure oversight of the system and to hold review meetings on a monthly basis to discuss any challenges or backlogs.

In the case of any Child Protection or Gender Based Violence issues identified by field staff, the case is referred to Concern's Case Management Team. The Case Management Manager receives the case and acknowledges receipt. Due to the sensitivity of these cases, the FP who made the referral does not conduct any follow up. The Case Management Manager then reports the number of referrals received, and the action taken, at the monthly referrals meeting. For Child Protection related cases, Concern's staff are trained on safe identification and confidential internal and external referrals. Case Workers visit host and Syrian refugee communities where a child exposed to protection related risks is identified. For GBV cases, Concern's Case Workers adopt a No Harm Approach and meet the survivors in safe places including community and women's association centres in the areas of intervention.

If a Focal Point refers an urgent case to the Case Management team and wants to know that some action has been taken, the FP can request an update from Case Management. The response given can be either a) under review; b) under caseworker; or c) referred onwards. If the protection referral concerns an area that we do not work on, such as the provision of legal aid, the referral is made directly to the appropriate external protection actor.

Using Automated Referrals to Enhance a Quality Humanitarian Response

A review of the implementation of RIMS was carried out through analysis of the data from the system between September 2018 and February 2019 to better understand the effectiveness of multi-sector referrals. Bottlenecks were identified in child protection in some particular locations, indicating a lack of services compared to other sectors. This data can be used to advocate for funding to address such gaps. Usage of the automated system appears to positively impact the effectiveness of referrals, with findings demonstrating that referrals between RIMS-users are more effective than referrals between RIMS users and non-RIMS users. The review also looked at referral capacity and emergency response planning, and found that during the emergency flood response in early 2019, referrals increased significantly but the overall duration of these referrals was slower than those in other months analysed.

The report outlined that within humanitarian organisations, ensuring consistent monitoring of referrals at individual user and management levels is in and of itself central to enhancing accountability and improving the effectiveness around referrals, ultimately increasing access to services and assistance for the most vulnerable individuals. Our experience in Lebanon has shown that engagement with the inter-agency system has increased the efficiency and effectiveness of our work addressing the needs of the people we want to support.



Integrated resilience, gender and protection programming model in DRC

By: Lovisa Klason

Introduction

The eastern parts of the Democratic Republic of Congo (DRC) is a region marked by prolonged violent conflicts, massive displacement and most recently an outbreak of the Ebola virus and associated attacks on health centres and health workers engaged in the Ebola response. Widespread and systematic sexual and gender based violence has also become a defining feature of the conflict and the insecurity that persists in the DRC. In this

context, protection risks are multiple, short-term emergency responses are insufficient due to protracted crisis and implementing longer-term development programmes remains a challenge due to the volatile situation and continuous population movements. Concern Worldwide has been working in the DRC for 25 years and recognises the need for programmes adapted to this complex operational environment and that seek to prevent and reduce protection risks to populations affected by insecurity and conflict.



The village of Katale, Masisi, DRC, which has become home to hundreds of families displaced by violence. Photo: Kieran McConville 2017



Integrated Resilience, Gender and Protection Programming Model in DRC

In the beginning of 2019, Concern DRC started the implementation of a one-year Irish Aid HPP-funded resilience and livelihood project referred to as 'BRIDGE' (Building Resilience through Income Development and Gender Equality). The BRIDGE project was developed to address the programming gap between emergency and development by addressing the needs of people affected by displacement who have already received emergency assistance. Through a holistic approach, the programme seeks to increase households' capacity to recover from shock as well as provide support to rebuild a more regular livelihood in order to take the first steps out of extreme poverty. The programme design is inspired by the Graduation model, which utilises a multi-sectoral series of interventions to support a pathway out of extreme poverty. Key to this programmatic logic is a transformative gender approach that challenge harmful masculinities, increases women's autonomy and tackle root-causes of GBV, as gender inequality and GBV is one factor that impede households from moving out of extreme poverty and limit communities' development.

Shifting norms to prevent GBV

The root causes of gender-based violence go deeper than conflict, insecurity and displacement, and are fundamentally caused by patriarchal power relations and male domination. Levels of GBV often increase during times of insecurity and adversity. The gender hierarchy and unequal power relations also explains why women are experiencing violence at significantly higher rates than men do. This understanding of GBV and its root causes supports the idea that addressing patriarchal power structures and increasing women's agency is critical in GBV programming.

GBV programmes are implemented across a spectrum of prevention and response efforts. Response typically focuses on the provision of services, and access to services, resources, and support for individual survivors, and prevention efforts seek to transform the power dynamics and gender inequality that is considered to lead to GBV, and to reduce levels of GBV in a community through dialogues at multiple levels with different stakeholders¹. Concern's interventions in DRC seek to prevent GBV through a household and community mobilisation approach that challenges and aims to transform social norms that perpetuate GBV, often called a 'transformative gender' approach. Through sessions every two weeks, with men and women in targeted communities, Concern's BRIDGE programme encourages critical reflections and discussions about power relations, social roles and decision-making. One of the participants, Nyiransabimana Gibuntsirindi Antoinette (30) works as a farmer in Masisi together with her husband and she says that 'when he started participating with me in the different training sessions he started to gradually change his way of seeing things, and he now considers me as a person not an object. Today when we go to the field, he helps me to carry the tools, when I leave the children at home he takes care of them and even prepares food for them'. The sessions are designed to provide both men and women with an opportunity to reflect upon gender dynamics and how different social norms, roles and responsibilities affect themselves and people around them, and to identify ways of supporting survivors of violence in their communities. These sessions are critical in building support and action for increased power sharing and non-violent behaviours at the household and community level.

¹ [https://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(14\)61703-7/references](https://www.thelancet.com/journals/lancet/article/PIIS0140-6736(14)61703-7/references)





Nyirakamana Bakenga Jeanne (born 1987) with her family in their temporary accommodation at a school in Katala village, Masisi, DRC. She says armed groups attacked their village and they fled in terror, leaving everything behind. Her children have been sick and they have very little to eat and nowhere else to go. Photo: Kieran McConville 2017

Results to date

Current research from DRC demonstrates that gender-based violence prevention programmes, using group-based training interventions to challenge certain expectations about women and men's roles and behaviours and develop new skills for increased communication and conflict resolution, can be effective in reducing GBV and violence against women². Initial survey data from Concern's BRIDGE programme show that attitudes and acceptance of violence against women has dramatically changed during the first months of implementation. At the beginning of the project, 39% of the participants agreed

that if a woman does something wrong her husband should have the right to punish her, and 34% agreed that beating a woman is justified if she goes out without telling her husband, neglects her children, argues with her husband or refuses to have sex with her husband. Four months later, only 24% and 16% respectively of participants agreed – the latter a reduction by more than 50%. Sifa Muhoza Manuma (29) says that 'Before I took part in the gender transformation training organised by Concern, I was living in a situation of domestic violence. I decided to invite my husband to attend these training sessions; fortunately, he accepted and is already making some changes in his life. Today, before we engage in sex, we have a short conversation about it and my husband makes sure that I have consented to it. Now, I can express what I feel freely and I have started to enjoy sex'.

². <https://www.gov.uk/government/news/uk-aid-project-helps-cut-violence-against-women-by-more-than-half-in-democratic-republic-of-congo>



Although more data and research is needed to determine to what extent changes in attitudes as a result of shorter-term interventions are transformed into sustained behavioural change, current evidence does indicate that approaches that engages men and women and promote critical reflection on how gender norms are social constructed are considered effective in promoting both attitudinal and behavioural change³. Concern will be conducting an evaluation of the BRIDGE programme at the end of 2019, which is expected to add to the body of knowledge and evidence in this area.

Conclusion

Concern in DRC has recently made numerous efforts to strengthen the integration of gender and protection in livelihood programmes and emergency responses, as well as to ensure parity among staff. Since the end of 2018, the ratio of female staff has increased from 23% to 37% in Concern DRC and both Mathilde Furaha, Project Leader, and Pierre Adamo, In-charge of Income Generating Activities, emphasise that a gender-balanced team is a strong contributing factor to the success of the project. Mathilde explains that ‘the BRIDGE project seeks to change attitudes and increase women’s autonomy and to do so we need to ensure that Concern as an organisation leads by example and gives women equal opportunities and access to employment and fair wages’. Pierre also adds that ‘we know that women feel more comfortable discussing certain issues with other women, and men are often more inclined to listen to other men, so if we want to get our messages across we need to have both men and women on the team’. This shows the need for comprehensive approaches that encompass both effective programming and organisational commitment to gender equality at all levels of the organisation.

Although the body of evidence of shorter-term interventions is limited, there are indications of positive effects from holistic approaches that integrates strong protection principles and gender transformation into sectoral programming, as these programmes not only support survivors and challenge the acceptability of violence, but also address the underlying risk factors for violence and women’s economic and social dependence on men⁴. The BRIDGE programme is a good example of how this can be done and the existing data shows some of the potential benefits of integrating gender-based violence prevention as a fundamental component of a larger programme of holistic supports, rather than carrying it out as a stand-alone activity. However, it is important that we continue to strengthen our programming to ensure high quality and ‘do no harm’, promote scalability and seek to end the continued cycle of violence that compromises the security for women in the DRC and many of the other countries where Concern is working.

³ <https://gsdrc.org/publications/changing-attitudes-and-behaviours-in-relation-to-gender-equality/>

⁴ [https://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(14\)61703-7/references](https://www.thelancet.com/journals/lancet/article/PIIS0140-6736(14)61703-7/references)



Contributing Authors

Andrea Breslin,

Humanitarian Protection Adviser, Concern Worldwide Ireland

Eléonore Dupre,

Child Protection Programme Manager, Concern Worldwide Haiti

Brooke Peacock,

Protection Manager, Concern Worldwide Syria

Fariduddin Barzgar,

Monitoring, Evaluation, Accountability and Learning (MEAL) Coordinator, Concern Worldwide Turkey

Junaid Hassan,

Monitoring, Evaluation, Accountability and Learning (MEAL) Manager, Concern Worldwide Lebanon

Lovisa Klason,

Gender and Protection Manager, Concern Worldwide Democratic Republic of Congo (DRC)

For whom is the publication?

All staff involved in designing, implementing, managing, monitoring, evaluating and communicating Concern's work. This publication should also be shared with partners.

What this publication includes:

- Promising practice
- Organisational learning
- Promotion of multi-sectoral and integrated approaches to programming
- Links to full reports

What it doesn't include:

- Targeted recommendations
- Additional evidence not included in the papers cited
- Detailed descriptions of interventions or their implementation

EDITORIAL WORKING GROUP

- **Finola Mohan:** Editor-in-Chief
- **Andrea Breslin:** Issue Editor

Key words

Protection, equality, fragile and conflict-affected states, humanitarian principles

The views expressed in Knowledge Matters are those of the authors and do not necessarily coincide with those of Concern Worldwide or its partners. Concern Worldwide encourages printing or copying information exclusively for personal and non-commercial use provided that the source is clearly acknowledged.

Design and Print: Pixelpress

Republic of Ireland

52-55 Lower Camden Street
Dublin 2
00 353 1 417 77 00
info@concern.net

Northern Ireland

47 Frederick Street
Belfast
BT1 2LW
00 44 28 9033 1100
belfastinfo@concern.net

England and Wales

13/14 Calico House
Clove Hitch Quay
London
SW11 3TN
00 44 207 801 1850
londoninfo@concern.net

Republic of Korea

(04034) 5 fl, 12, Yanghwa-ro
11-gil, Mapo-gu, Seoul,
Republic of Korea
00 82 324 3900
www.concern.kr

USA

355 Lexington Avenue
16th Floor
New York
NY 10017
00 1 212 5578 000
info.usa@concern.net

www.concern.net

KNOWLEDGE MATTERS

Issue 25 | November 2019

CONCERN
worldwide

ENDING
EXTREME POVERTY
WHATEVER
IT TAKES