



# INCEPTION REPORT

## Protection Analytical Framework // Consultancy

### Abstract

The following report has been prepared on the basis of the initial phases conducted by the Consultant with the support of the IRC-DRC Result Based Protection Team and the collaboration of the IAWG

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**INTRODUCTION**

**1. OBJECTIVES OF THE PROTECTION ANALYSIS FRAMEWORK - PAF**

The PAF will:

- Describe what **is needed** to investigate when undertaking a protection analysis. It will **visually explain and break down the main factors related to protection risks** to be investigated when undertaking a protection analysis and the interrelationships among them;
- Will be suited for **adaptation and application across humanitarian contexts** (including IDP, returnee, refugee and mixed situations);
- Will provide a **starting point to guide analysis** of information on current and anticipated priority protection risks.

The intended target audience for the PAF are **protection colleagues undertaking a protection analysis**, including protection colleagues at area or country levels and within coordination structures.

**2. PREPARATORY WORK IRC-DRC RESULT BASED PROTECTION**

The IRC-DRC Results-Based Protection Analysis Project Team and the Strategy Advisory Group carried out a set of preparatory actions to the Consultancy.

**Documentation directly feeding the PAF:**

- Background documentation on the IRC-DRC Result Based Protection Project
- Collection of existing Analytical Frameworks, drawing upon the DTM Partners Toolkit (<https://displacement.iom.int/dtm-partners-toolkit/analytical-frameworks>) and the GPC IAWG documentation.
- A collection of initial Protection Analysis terminology
- A Protection Analysis Resources Mapping, that results in the identification of 146 tools and instruments organized along different steps of a Protection Analysis workflow.

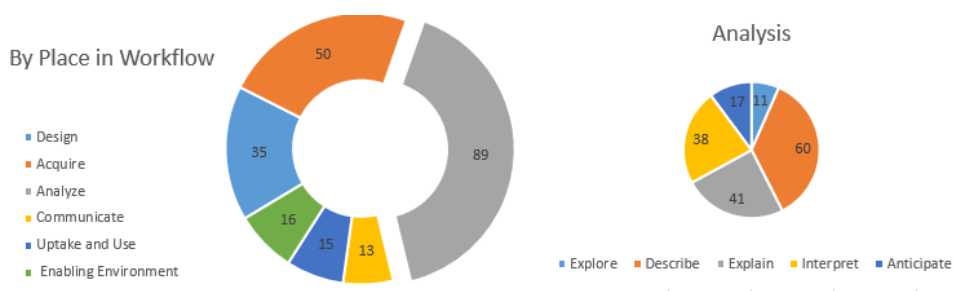


Figure 1 // PA Resources by place in Workflow

- A list of selected Key Stakeholders to be engaged during the process of design and development of the PAF.

**Other IRC-DRC Result-based Protection project activities linked to the PAF:**

- Formative consultations at field level with a range of frontline protection staff (mostly IRC and DRC team members), coordination actors, and response leadership and some external partners in both Nigeria and Iraq
- Analysis of HCT reflection survey from the Results Group 1 Centrality of Protection sub-group
- Ongoing consultative exchanges with Field Missions in Iraq and Nigeria.

### 3. OUTPUTS AND DELIVERABLES

Led by the Protection Analytical Framework Consultant, supported by the IRC-DRC Results-Based Protection Analysis Project Team and Strategic Advisory Group, and the Information and Analysis Working Group (IAWG), the key deliverables of the consultancy include:

- 1) **Summary conclusions** from protection analytical framework desk review and consultations;
- 2) **Protection Analytical Framework (PAF)**

The PAF includes the following:

1. **Conceptual: what the PAF is, including purpose and scope.** The PAF will be used primarily for protection situation analysis. *It is beyond the scope of the PAF consultancy to elaborate causal links between protection risks and the actions to be taken.*
2. **Practical: an explanation about when and how to use the PAF.**
3. **Definitions and descriptions** to explain each pillar.
4. A **visual representation** of which pillars are key to support a protection situation analysis.
5. **Analysis Plan** - the Analysis Plan will describe the main driving questions and information needs and will cover four levels of the analysis spectrum - description, explanation, interpretation and anticipation.
6. **Workflow** - describing the analysis process, steps and potential outputs.

The graphic below visualizes how the PAF relates to the broader package of curated, adapted, and developed protection analysis resources (as part of the IRC-DRC project).

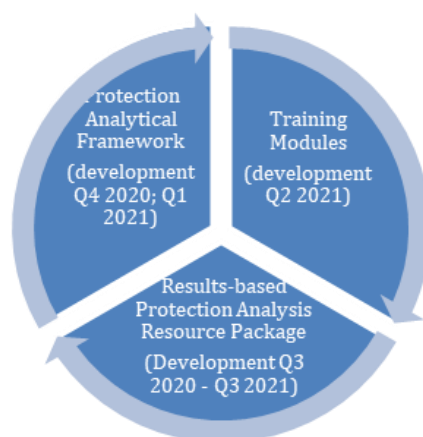


Figure 2 // RBP Activities Timeline

### 4. PARTNERS AND KEY ACTORS IDENTIFIED

The IRC-DRC RBP Project Team pulled together an initial list of Key Stakeholders to involve in the definition and the development of the PAF. The list includes Data Experts, Subject Matter Experts, Decision Makers and Cultural Experts both at Field and HQ levels, for a total of 42 actors divided as per the Table 1

	Data Experts	Subject Matter Expert	Decision Maker	Cultural Experts
Field		2		7
HQ	8	19	5	1
<b>Grand Total</b>	<b>8</b>	<b>21</b>	<b>5</b>	<b>8</b>

Table 1 // List of Key Stakeholders

On the top of the direct interaction between the Consultant and the Key Stakeholders identified, the RBP Project Team established the channels and modalities of collaboration and engagement with the GPC IAWG. The relation with the GPC IAWG is being structured as part of the backbone of the Consultancy and fully discussed with the IAWG Co-leads.

The initial list provided is sufficiently wide to ensure the right balance of Field and HQ expertise, as well as to provide different perspectives pertaining to the levels of the analysis spectrum. The list cannot be overly comprehensive, but the achievements of a comprehensive PAF could entail looking into the following gaps:

- Donors and/or Political decision makers.
- Actors bringing the Development-specific perspective.
- Field actors involved in front line human rights monitoring.
- Local Responders
- Sectors coordination or operation actors beyond Protection

The Consultant together with the IRC-DRC RBP Project Team and the IAWG should look into engaging some additional actors from the above suggested, in line with the scope of the Consultancy.

**APPROACH AND METHODOLOGY**

**1. REVISED METHODOLOGICAL APPROACH**

The initial methodological approach, grounded in action-research theory, was built on the assumption that both the Inductive and Deductive processes could be run in parallel. The assumption took into account the existence of a certain degree of agreed aspects and definitions to build the PAF, that could complement an initial conceptualization based on agreed and recognized theory. The conclusion of the interviews and the different engagement steps carried out during the initial Introductory PHASE suggested however the need to carry out an initial Scoping to identify the level of agreement over PAF objectives, its use and interrelation with existing instruments inside and beyond the GPC.

Thus, the methodological approach has been revised to start from a ground-setting deductive process, in parallel to a wide-enough mapping of analytical frameworks, concepts and definitions, to stimulate a more focused collaborative approach in the design and development of the PAF. The methodological approach set forth is visually represented below:

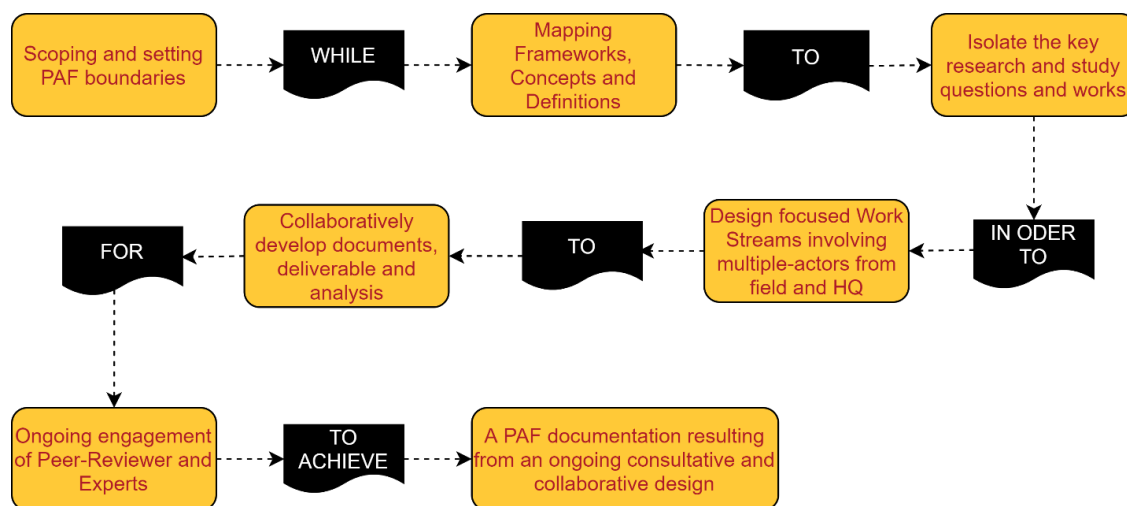


Figure 3 // Methodological Approach Logic

The Action-Research design has been re-structured into PHASES according to the logic presented in Figure 3, after a review carried out together with the IRC-DRC RBP Project Team, and involving the IAWG Co-leads. The PHASES are described later in the document. At the date of the present Inception Report, the current activities had been rolled-out:

**1. Desk Review of grey literature.**

**KEY WORDS:** Protection Analysis, Analysis Framework, Violence, Coercion, Deliberate Deprivation, Protection Cluster Analysis, Protection Sector, IASC.

**2. Identification of Conceptual Frameworks**

**THEORETICAL FRAMEWORKS identified:** Protection Risk Equation, Protection Egg, Protection Threats and Protection Mainstreaming Principles, Dignity and Safety.

**3. Revision of Existing Frameworks and concept Mapping,**

**ANALYTICAL FRAMEWORKS mapped:** MIRA, UNHCR, JIAF, GIMAC, GBV AoR, NIAF, Mine Action AoR, PAF existing version.

**4. Protection Information Needs and Indicators Mapping**

The mapping of protection questions, indicators and data sources has been discussed and prepared together with the DRC-IRC Result-based Project Team and the IAWG Co-lead, and it will be carried out along different PHASES.

**5. Scoping // Survey Questionnaire to collect qualitative information to set PAF boundaries**

The Consultant drafted a survey questionnaire to run semi-structured KII to define properly the design of deliverables. The same survey has been put in an online form to try and collect wider perspective through the IAWG coordination. The scoping PHASE intends to look into the following level of coordination or typology of actors:

- a. Within the GPC
- b. Between GPC and Inter-sector actors
- c. Between Humanitarian and Development/Peace Actors

At the date of the elaboration of this report the status of KIIs is as follows:

	Subject Matter Experts (HQ)	Frontline Protection Staff (FIELD)	Coordination Actors (HQ)	Coordination Actors (FIELD)	Response Leadership (HQ)
<b>Total</b>	<b>10</b>	<b>2</b>	<b>7</b>	<b>10</b>	<b>4</b>

Table 2 // Status of KIIs

The 30 actors include 10 Data Experts, 20 Subject Matter Experts, 4 Decision Makers and 8 Cultural Experts. In some case, an actor has more than one capacity.

**6. Strategic engagement of the IAWG.**

The IRC-DRC RBP Project Team and the Consultant have prioritize a series of meeting with the IAWG co-leads to define the most appropriate workflow and engagement modalities with the IAWG co-leads and the IAWG members. This engagement resulted in a commonly defined Workflow that is presented later in the document.

**2. DATA COLLECTION METHODS**

The Consultancy is and will be remotely managed. No direct data collection or assessment is planned in the field. The whole process of study and analysis will be based on qualitative research and includes Desk Review and Study, KII interviews, Group works (organized as topic-focused workshops or working groups) and Peer-reviews. The set of documentation to ground the study and research process draws upon the following sources:

- **IRC-DRC RBC Project Team:** Resources Mapping, Formative Consultations, review of Humanitarian Country Team Reflections on the Implementation of the IASC Protection Policy and ongoing workshops and reflections with protection frontline staff.
- **Reliefweb (and other OCHA platforms):** Protection Sector related documentation
- **IAWG:** existing GPC and AoR documentation on Analytical Frameworks
- **IAWG:** field documentation on Analytical Framework, Analysis products and Data.
- **Key Stakeholders:** mapping of specific documentation to take into account other protection actors resources and approaches
- **Consultant own research:** previous documentation and research on Protection Risk Analysis and Dignity and Safety frameworks.
- Additional **grey literature** desk review and study.

### 3. LIMITATION AND RISKS

The definition and development of a Protection Analysis Framework is an ambitious but overly due exercise. It provides the opportunity to bring consensus around collective understanding and the necessary collaborative approach to advance better integrated responses to protection risks and have a standard approach to organizing and structuring a protection analysis. The PAF development in reality requires a continuous action-research approach to study, test and improve it on ongoing basis; it must be an iterative process rather than a single deliverable. This consultancy should aim to set a solid ground-work for iterative learning around Protection Analysis.

The initial set of meetings and engagement steps highlighted the potential of the PAF, while at the same time showing several inherent risks:

- The primary objective seems commonly agreed. However, its operationalization should be better framed. Preliminary actors' engagement is showing the **risk that the PAF only relates or is used for needs-based humanitarian programming**. The risk of maintaining a "protection mainstream" approach is high, losing the possibility of fostering a more integrated action able to pull other sectors, developmental and peacebuilding actors.
- The initial research shows that the **Protection Egg** could be strongly considered as theoretical framework to build some of the PAF blocks of analysis. However, while the Protection Egg is widely recognised, it is not currently operationalized in standard monitoring and analysis at field level. The actors that will be involved in the use of the PAF (e.g. Protection Clusters in the field) may **present barriers in understanding it**.
- Beyond the agreed terminology within the PIM that is bringing consensus necessary for the PAF, there are some concepts that need to be agreed upon to build a solid PAF. As a sound example, the concepts of risk (**coercion, deliberate deprivation and violence**) are rarely commonly defined, while being used and referenced in all grey literature.
- The necessity then to bring together actors to work on common definitions and reach a consensus on the primary and secondary operational uses of the PAF, must be balanced with the development of deliverables. In the weeks after the elaboration of this report it would be advisable to round up ideas on details of the deliverables to not **risk to leave out important gaps**.
- The possibilities of the PAF contributing to "breaking silos", bridge humanitarian with human rights mindsets and promote continuous analysis for decision-making (including Humanitarian Project Cycle interrelations), among others, require a definition of the PAF in conjunction with enough time to bring together actors through a cycle of testing and review to build consensus. **The full cycle of action-research cannot be exhausted through the consultancy**. Field engagement should be planned carefully and should be focused to ensure that field perspectives are however taken well into consideration, notwithstanding the time limitations.

**ORGANIZATION OF THE CONSULTANCY**

**1. WORK PROCESS COMPOSITION**

The Consultant, together with the IRC-DRC RBP Project Team screened the List of Key Stakeholders identified for the PAF definition and development to outline the best engagement processes. The actors had been organized in four Engagement Groups (See Table 3) to ensure the widest, but meaningful and focused, scope of consultation and engagement.

Group 1	Group 2	Group 3	Group 4
Internal Group	General Opinion Experts	Peer-Reviewer	Primary Opinion Experts
RBP Team Staff and actors continuously involved to develop topic-specific deliverables and research.	General Opinion Experts providing a reaction or feedback on specific results or deliverables.	Peer-reviewers providing a second reading of specific deliverable.	Primary Opinion Experts providing an expert look on the Consultant deliverable.
Both the strategic and operational engagement is continuous all along the consultancy	The request is open and if feedback is not receive, the related work continues.	The request is sent with a 7-10 days timeframe for review. The Consultant actively reach out to ensure the feedback	The request is planned to ensure receiving the Expert feedback. If feedback is not receive, PAS decides on case-by-case basis whether the related work continues

Table 3 // Engagement Groups

**2. ACTION-RESEARCH PHASES**

The timeline of the PAF Consultancy has been organized in PHASES, inspired by an action-research approach. The PHASES take into account time limitations, are organized around the end-of-the-year typical reduction of activities and try to adapt to the agenda of the different actors involved.

**Step 01 // Definition of Action-Research PHASES**

Table 4 illustrates the different PHASES, the Engagement Groups mainly involved in each PHASE and the primary mean proposed for actors’ engagement. The PHASES should not be considered as a full scientific process, but rather as a flexible framework to organize the different moments of the PAF definition and development.

	PHASE I	PHASE II	PHASE III	PHASE IV	PHASE V	PHASE VI	PHASE VII
ACTION	CONCEPT MAPPING	SCOPING	ENGAG. PLAN	KII CONCEPTS REVIEW	WORK STREAMS	PEER-REVIEWS and OPINIONS	SYNTHESIS OF CONSULT. PROCESS
DESCRIPT.	Mapping of concepts and desk review to prepare documentation to facilitate actors' engagement	Engagement of KII to collect preliminary feedback on expectations, dimensions and guidance	Definition of the processes of consultation, including setting groups work	KII with dedicated research questions to specifically work on concepts definition and deconstruction	Establishing of dedicated work streams, including selection of participants and topics	Activation of Peer-reviews on selected documentation and processes	Active engagement of Primary Opinion Expert to co-analyze concepts and correlations
GROUPS INVOLVED	1 2	1 2 3	1	2 3	1	2 3	3 4



<b>ENGAG. INSTRUMENT</b>	Teams and shared folders	Semi-structured Interviews	Teams and shared folders	Semi-structured Interviews	Teams Groups	Email and feedback meetings	Email and feedback meetings
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Table 4 // Action-research Phases definition

### Step 02 // Setting the Action-Research PHASES timeline

The different PHASES are thus flexible and not necessarily sequential. However to specifically structure the involvement of actors outside the IRC-DRC RBP Project Team (e.g. IAWG), Figure 4 shows a timeline that can be used as a reference for exercises and processes complementary to the PAF definition and development.

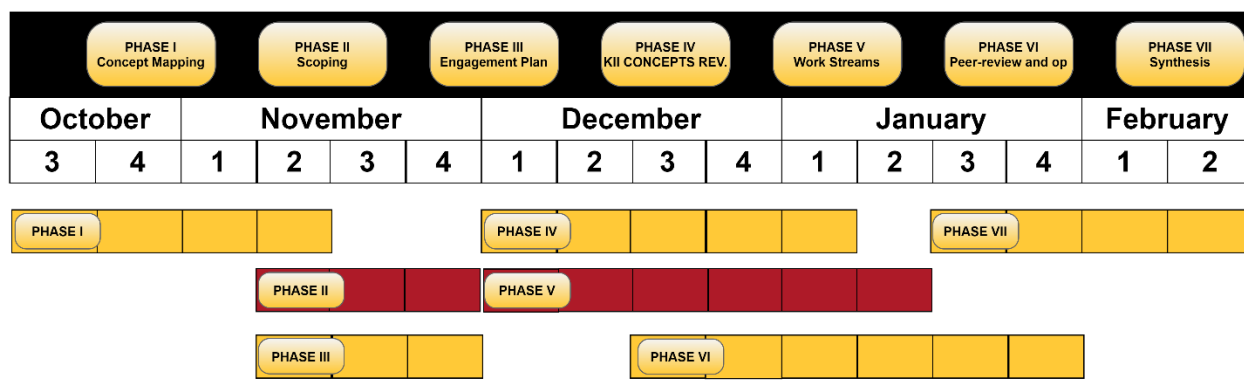


Figure 4 // Action-research timeline

### Step 03 // Structure the Actors Engagement modalities

The ongoing reflection between the Consultant, the IRC-DRC RBP Project Team and the IAWG, supported the elaboration of a Workflow to define and develop the PAF. The Workflow provides a visual guidance to identify key milestones along the research and definition process to organize plans, initiatives and actions complementary to the PAF. The goal is to enabling all actors involved to find the usefulness of the PAF development and identify points of connection to reinforce mutual objectives. Figure 5 provides a legenda to read through the Workflow.

- TEXT **Action** by actors involved
- TEXT - OUTPUT **Document** or output subject of the Action
- Mean of consultation: **Teams**
- Mean of consultation: **Chat or Meeting**
- Mean of consultation: **Email**
- Type of engagement actor: **Consulted** (consultant does not continue until he confirm the action by the actor)
- Type of engagement actor: **Informed** (consultant continues after a deadline provided for the action by the actor)

**\*NOTE on WORKSTREAMS**

The Consultant together with the IRC-DRC RBP Team identifies topics that should require a joint work with key actors. The Consultant sets up the Work Stream in Teams, indicates TIME and OUTPUT expected, and facilitates the exchange within the Teams. The participants would not be involved for more the 3 weeks for a an average 1 day (cumulative) per week

Figure 5 // Legenda Workflows

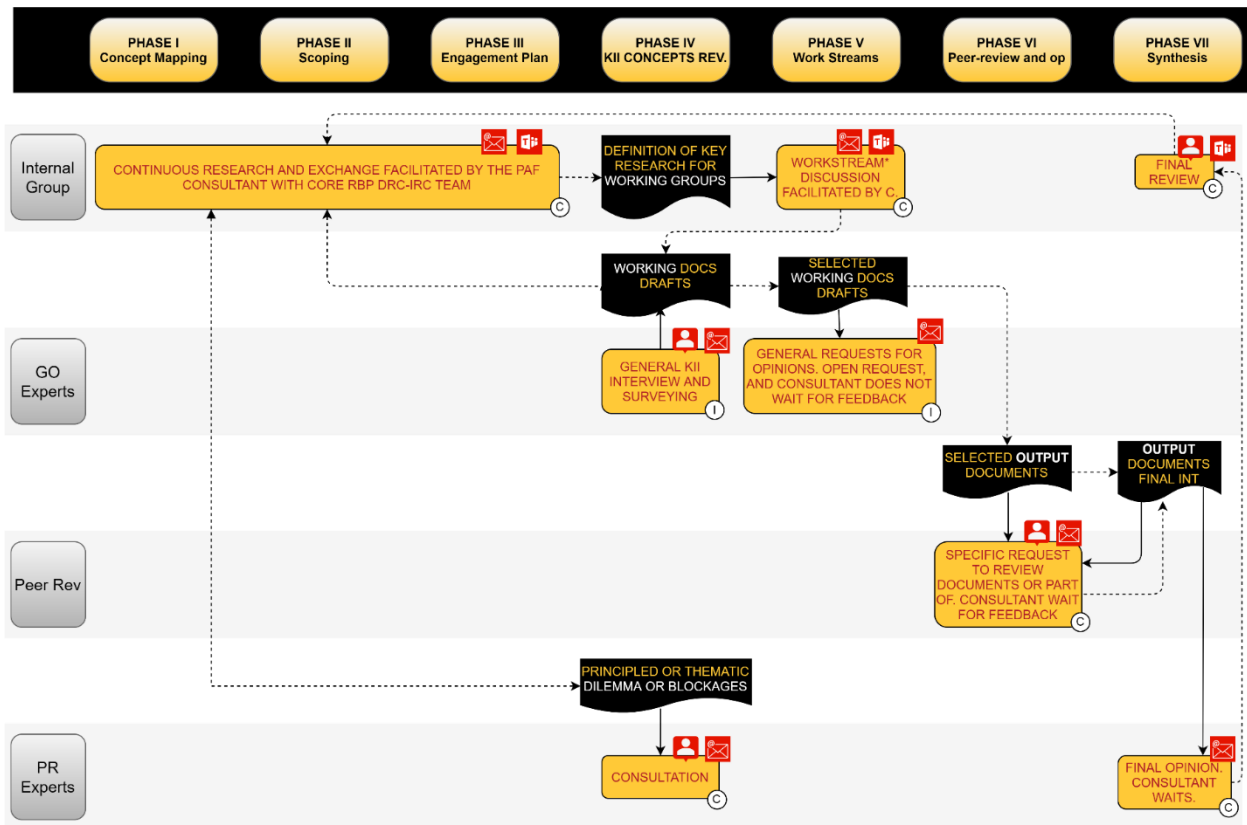


Figure 6 // PAF Consultancy Workflow

Given the importance of the IRD-DRC RBP Project PAF Consultancy to support the objectives of the IAWG, a series of exchanges with the IAWG Co-lead helped drafting a more detailed workflow to better engage the IAWG and the IAWG members. The workflow is complementary and intersect with the General PAF Workflow, for the IAWG co-lead to facilitate the exchange, collaboration and consultation within the IAWG, offsetting the work done by the Consultant. Weekly meetings between the Consultant and the IAWG co-lead have been established to ensure backstopping and identify on weekly basis the best engagement of IAWG actors.

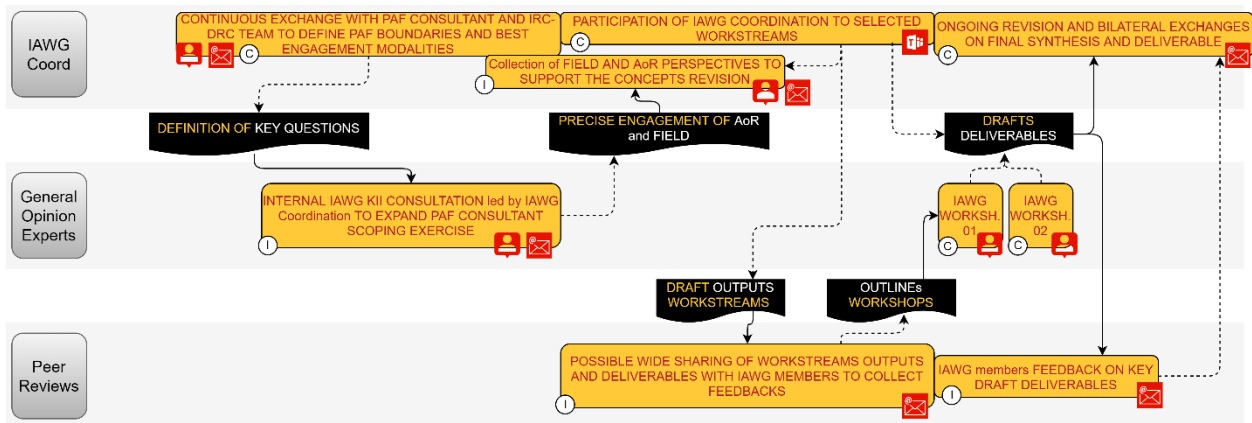


Figure 7 // IAWG Engagement Workflow

**Step 04a // PHASE I Status**

The preliminary exercise relied on the Analytical Frameworks provided by the IRC-DRC RBP Project Team. Each Analytical Framework had been mapped with particular reference to Concepts and Definitions used in the framework. The analysis has focused so far in organizing the Concepts and Definitions in order to understand similarities in:

- **Structure of the Analytical Framework** (Pillars, Sub-pillars, Categories, etc)
- **Balance** among the components for each level of analysis the framework presents (e.g. The table below shows that the average number of Pillars is around 5.1 per framework)
- **Language** the framework uses (e.g. while Pillars is commonly agreed, there is a mix approach in using Sub-pillars and Categories)
- Recurrent **definitions** of the concepts used to outline the Analytical Framework (e.g. the world cloud provide a superficial illustration on recurrent terminology)

The exercise is meant to be continuous during the whole period of the Consultancy, but at this stage it is informing initial reflections on how the built-up of the PAF could look like drawing upon existing frameworks. Table 5 provides an account of the number of concepts used by each Analytical Framework.

Row Labels	Pillar	Sub-Pillars	Categories	Sub-Categories	Contextual	Sectors	Typologies	Dimensions
GIMAC	7		12	29		11		
GPC Localisation	5							
JIAF	5	17	5	19				
Mine Action AoR	3	13	54	57				
MIRA	4	6						3
NIAF	4		14					
NPC IRAQ	9	12					9	
PAF (Current)	4	17			3		9	

Table 5 // Analytical Frameworks Mapping

The mapping used mainly technical documents outlining specifically Analysis Frameworks (Table 6). It is important to try to widen the scope of the Concept Mapping by including key documentation coming from Grey Literature agreed to set standards or from wide field assessments or context analysis in use. This will be looked into during the next PHASES of the Consultancy. Meanwhile the main reference relied upon existing Analytical Frameworks.

Row Labels	Analysis Framework	GPC Paper	Multi-sector Assessment Approach	Grand Total
GIMAC	7			7
GPC Localisation		5		5
JIAF	5			5
Mine Action AoR	3			3
MIRA			4	4
NIAF	4			4
NPC IRAQ	9			9
UNHCR	2			2

Table 6 // Pillars main Sources



### 3. WORKING DAYS OVERVIEW

The Consultant has accumulated 18 working days as of the 11<sup>th</sup> of December, 2020. The focus of the initial period was on mapping, organizing and rationalizing the information for the sources provide and collected through the Desk Research, and running of the scoping exercise. Afterwards the workload has included a specific effort to reorganize the approach and interviews, processing notes and analyzing the results.

Project	Description	Date	Count Days	Tags
Protection Analytical Framework IRC-DRC	PAF // Desk Review	10/19/2020	1	desk review, research
Protection Analytical Framework IRC-DRC	PAF // Desk Review	10/23/2020	2	desk review, research
Protection Analytical Framework IRC-DRC	PAF // Desk Review	10/27/2020	3	desk review, research
Protection Analytical Framework IRC-DRC	PAF // Desk Review	10/29/2020	4	desk review, research
Protection Analytical Framework IRC-DRC	PAF // Desk Review	10/30/2020	5	desk review, research
Protection Analytical Framework IRC-DRC	PAF // Concepts Definition	11/3/2020	6	doc_review, Interviews, protection, research, Review and Analysis
Protection Analytical Framework IRC-DRC	PAF // Concepts Definition	11/6/2020	7	analysis, concepts, data, desk review, Drafting, framework, information, protection
Protection Analytical Framework IRC-DRC	PAF // Planning	11/10/2020	8	doc_review, Interviews, protection, research, Review and Analysis
Protection Analytical Framework IRC-DRC	PAF // PHASE II	11/13/2020	9	analysis, desk review, doc_review, information, Interviews, Review and Analysis
Protection Analytical Framework IRC-DRC	PAF // PHASE II	11/17/2020	10	analysis, desk review, doc_review, information, Interviews, Review and Analysis
Protection Analytical Framework IRC-DRC	PAF // PHASE II	11/20/2020	11	analysis, data, Drafting, Interviews, Review and Analysis
Protection Analytical Framework IRC-DRC	PAF // PHASE II	11/23/2020	12	analysis, desk review, doc_review, information, Interviews, Review and Analysis
Protection Analytical Framework IRC-DRC	PAF // PHASE II	11/26/2020	13	analysis, desk review, doc_review, information, Interviews, Review and Analysis
Protection Analytical Framework IRC-DRC	PAF // PHASE III	11/30/2020	14	analysis, desk review, doc_review, information, Interviews, management, planning, research, Review and Analysis
Protection Analytical Framework IRC-DRC	PAF // PHASE III	12/3/2020	15	analysis, desk review, doc_review, information, Interviews, management, planning, research, Review and Analysis
Protection Analytical Framework IRC-DRC	PAF // PHASE III	12/4/2020	16	analysis, desk review, doc_review, information, Interviews, management, planning, research, Review and Analysis
Protection Analytical Framework IRC-DRC	PAF // PHASE III	12/7/2020	17	analysis, desk review, doc_review, information, Interviews, management, planning, research, Review and Analysis
Protection Analytical Framework IRC-DRC	PAF // PHASE III	12/11/2020	18	analysis, desk review, doc_review, information, Interviews, management, planning, research, Review and Analysis

Table 8 // Working Days Overview

#### 4. OPERATIONAL MILESTONES PAF CONSULTANCY

The Engagement Plan sets the groundwork of PHASES and steps. Independently from the general workflow outlined, some key milestones could help in ensuring the good process of the PAF consultancy to respect the timeline and the quality of deliverables. An approximation to setting the milestones could include (Figure 10 below shows the timing for each):

- **Definition of key concepts**, isolate specific blurred definition on which it is important to find consensus.
- **Definition of workstreams**, identify who and what.
- **Details of deliverables**, define a sort of sequential package linking the deliverables, and identify for each one the ideal model, number of pages, degree of explanatory parts and other concrete aspects.
- **Agreement on PAF scope**, resolve emerging expectations on the PAF scope.
- **Repository of indicators and sources of data**, finalize a battery of indicators and sources of data from different lines of work (e.g. PCP, Human Rights, etc.), to triangulate with the PAF and develop the Analysis Plan and Workflows.
- **Definition of Workshops IAWG**, identify well who and what, but more specifically the “best” how.
- **Engagement of “other” actors**, decide whether to actively engage for instance developmental or other sectors’ actors.

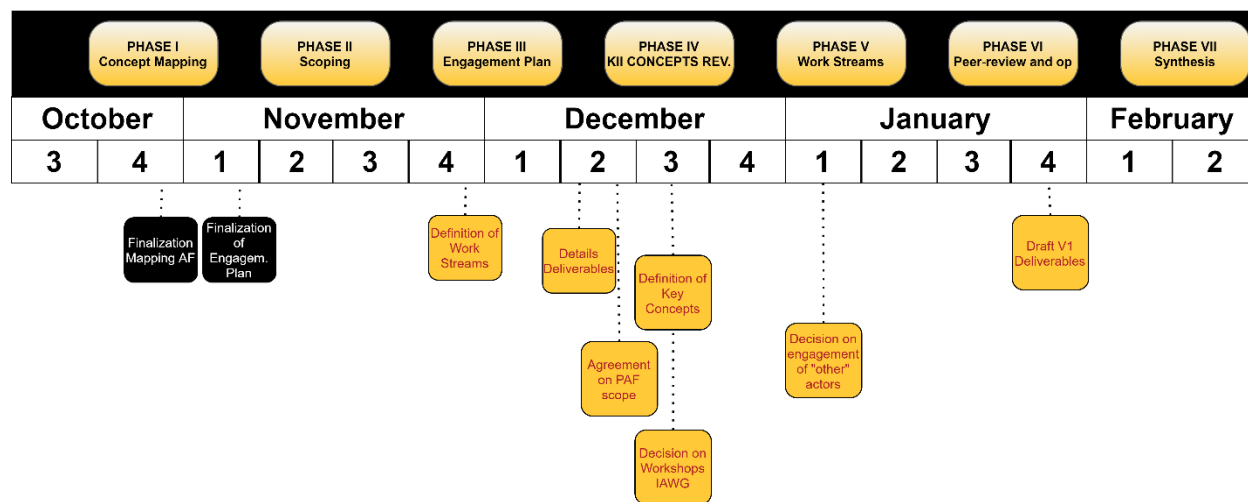


Figure 10 // Milestones PAF Consultancy

#### 5. SUPPORT/INFORMATION REQUIRED

The emerging results from PHASE I and II illustrate the need to facilitate a consensus-building process, to enable the engagement of the key actors inside and beyond the Protection Cluster, in the iterative work around the PAF. These activities may rest time to the consultancy to focus on more in-depth desk research and study. The following activities could be better achieved with the support of the IRC-DRC RBP Project Team, but more specifically with the direct contribution from the IAWG, or other groups inside the GPC, like the Human Rights Task Team:

- **Mapping indicators**, counting on a good degree of agreement or on actual use. These could include: AoR specific, Human Rights, Protection of Civilian Population, Centrality of Protection, Inter-cluster joint initiatives.
- **Mapping sources of data**, counting on a good degree of agreement or on actual use. These could include: AoR specific, Human Rights, Protection of Civilian Population, Centrality of Protection, Inter-cluster joint initiatives, Joint Context Analysis, Risk Analysis.

- **Facilitation of joint definitions of key concepts**, basic foundation concepts (theoretical and analytical) of protection do not have yet full agreement on their definition and what they concretely describe (e.g. Protection Risk components, coercion, deliberate deprivation, violence, etc.). However, to continue the process, if necessary, these need a description. Finding it relatively early in the process is important to gain buy-in important for the PAF use.
- **Decision making level for the inclusion of PCP and HRs**, the inclusion is not in doubt. However the final decision may require a background work to leverage the agreement with decision makers inside the GPC.
- **Indirect testing and reflection with Field through different channels**, the involvement of Field staff for reflection and testing, directly activated by the Consultant, is limited by the scope of the Consultancy. However the current work within the IAWG, the rest of actions of the IRC-DRC RBP Project, the HR Task Team and others, like Protection Risk support to field by Interaction, can generate further opportunity to try and test.