



CPA–RESCO

Integrated Territorial Approach

A PRACTICAL APPROACH TO OPERATIONALIZE THE
HUMANITARIAN-DEVELOPMENT-PEACE NEXUS

Methodological Concept Note

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INTEGRATED TERRITORIAL APPROACH

A PRATICAL APPROACH TO OPERATIONALIZE THE HUMANITARIAN-DEVELOPMENT-PEACE NEXUS

1. BACKGROUND

The increasingly protracted and complex nature of most crises has driven local populations, local organisations and the aid community to a difficult position when it comes to saving lives and providing resort, while trying to address the root causes of needs, vulnerabilities and risks; and ensuring long-term sustainable impact of their interventions.

The commitment towards delivering protection and assistance to the most vulnerable, restoring opportunity and dignity, was articulated in the 2016 World Humanitarian Summit,ⁱ and established through the endorsement of the Grand Bargain, wherein different actors, through **joined-up programming that is risk-focused, flexible and avoids fragmentation through context-adaptable programming**, are looking to work together efficiently, transparently, and harmoniously.

The necessity of transcending the humanitarian-development divide was further elaborated by the OECD Development Assistance Committee's (DAC) recommendations on the Humanitarian Development Nexus,ⁱⁱ which stated the need for joined-up humanitarian, development and peace planning and programming on the basis of a joint multi-stakeholder analysis of the risks, needs, vulnerabilities and root causes and drivers of conflict in different contexts.

Joint analysis, in particular, is identified as a critical step in combining efforts and resources towards a common vision for addressing humanitarian needs and protection risks on the one side, and sustainable development and achievement of resilience on the other, with the commitment to leave no one behind, enshrined in the 2030 Agenda for Sustainable Development. In September 2019, the UN Secretary-General issued a global call for a decade of action to mobilize all sectors of society towards realizing the Sustainable Development Goals (SDGs).ⁱⁱⁱ With nine years left until 2030, the necessity of accelerating collaboration among different stakeholders towards the SDGs becomes all the more important.

2. THE VISION

We World and ILS LEDA, conscious of these challenges, formed a Research Group to investigate the possibility of integrating two approaches, to elaborate the **most optimal combination of operational and programming modalities to Integrated Protection and Local Economic Development** strategies.

WeWorld has been applying the [Community Protection Approach \(CPA\)](#) since 2013. The CPA is an action-oriented approach and methodology implemented in protracted crises in the Middle East and North Africa (MENA) and the Latin America and Caribbean (LAC) to examine geographical areas and sectors with highest protection risks to co-develop Protection Response Plans together with the affected population and local constituencies, in order to reduce vulnerabilities and increase capacities of affected populations by way of increasing their agency through specific empowerment and engagement. The CPA was recently selected as the top winner of InterAction's 2020 Results-Based Protection Good Practice Contest^{iv} for embracing all three elements of results-based protection^v and demonstrated capacity to drive results.

ILS LEDA has been implementing the [REsources for Sustainable Competitiveness \(RESCO\)](#) methodology since 2002, which has hitherto been applied in 13 countries. RESCO is a participatory methodology implemented to identify and assess the resources and value chains that have the greatest competitive advantages in a given territory in terms of economic growth, social inclusion, gender equality, and environmental sustainability, in order to develop and share comprehensive strategies and action plans for local development, through the achievement of sustainable livelihoods

3. WHY AN INTEGRATED TERRITORIAL APPROACH? PRINCIPLES

In December 2013, the Inter-Agency Standing Committee (IASC) issued a statement on the Centrality of Protection, affirming that “protection of all persons affected and at risk must inform humanitarian decision-making and response...it must be central to our preparedness efforts, as part of immediate and life-saving activities, and throughout the duration of humanitarian response and beyond.”^{vi}

The Centrality of Protection offers the advantage of linking communities’ identified needs and vulnerabilities to duties and responsibilities. It purposely enables more effective and lasting strategies to reduce aid dependence, by placing the affected population’s self-reliance at the centre. The incorporation of protection within the development of joined-up programmes and territorial plans aiming at resilience ensures the ability for territories, communities, and areas to achieve better social and economic integration of different population groups. This entails an integrated protection approach that incorporates all sector-specific responses (including beyond the protection sector response) to achieve outcomes that enhance resilience. As stated by IASC, this approach supports the “system-wide commitment to the centrality of protection because it relies on different actors (i.e. protection and non-protection) to work individually and together as part of a multi-sector humanitarian response”.^{vii}

In this spirit, the local economic development approach, while allowing for enough flexibility and context-responsiveness to build on the specific needs and features of a population, helps in identifying and capitalizing on the key resources of a territory. This in turn, allows for territories and their communities to build resilience and self-reliance, in the sense that they are able to support protection and empowerment processes from within – through endogenous, sustained and sustainable growth.

Consequently, the capacity of the CPA-RESCO to adapt to complex contexts and meaningfully engage communities complements and expands on humanitarian concerns, which works to devise strategies of local economic development, building on the endogenous capacities of all groups in a territory. The community’s combination provides multi-layer participation and inclusivity at all stages.

The CPA-RESCO Integrated Territorial and Community Approach focuses on a geographical area that allows for the achievement of a critical mass of resources and, at the same time, proactive participation, ensuring the practical operationalization of essential principles, as illustrated in *Figure 1: Principles of CPA-RESCO Integrated Territorial Approach*.

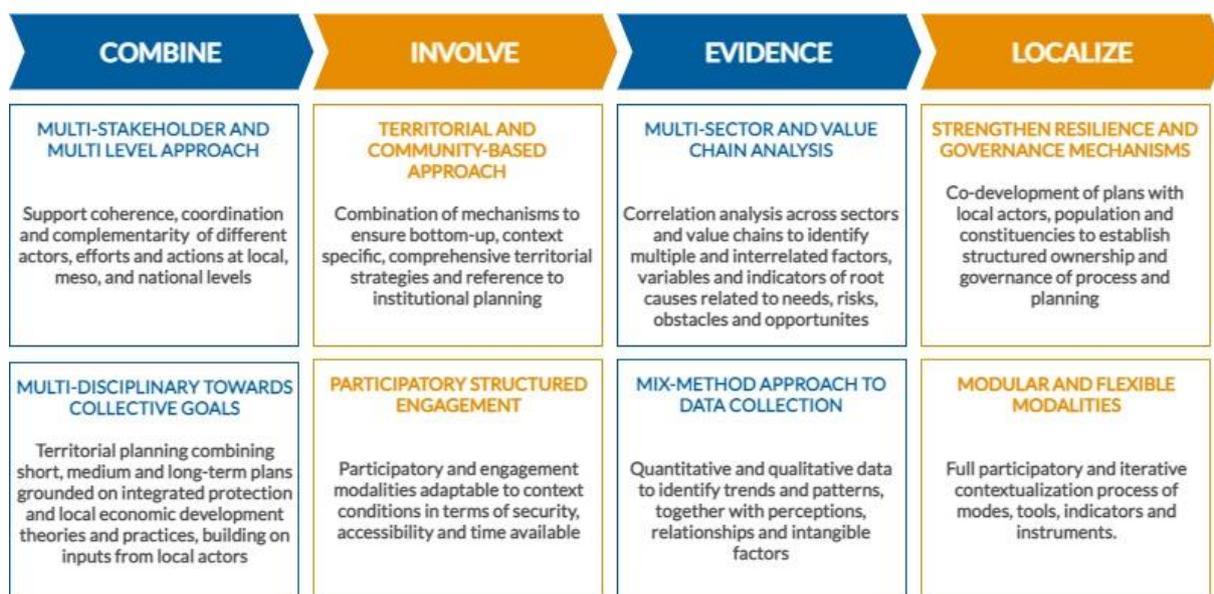


Figure 1: Principles of CPA-RESCO Integrated Territorial Approach

The CPA-RESCO Integrated Territorial approach offers comprehensive definitions of community and territory, to properly address protection risks within communities while understanding the potential of the territory to foster economic and social development^{viii}.

Communities are different groups of people that may be exposed to **similar physical and/or psychological risks, hazards, threats, and/or social impacts** from multiple coercive factors and/or **share the same resources, often, but not exclusively, related by place.**

Territory is a **geographic space or milieu that generates effective development, due to proximity and basic developmental elements** such as governance, collective learning, scale, and agglomeration economies, as well as easy access to externalities.

CPA-RESCO understands that a territory is sustainably rich only **when it offers long-term opportunities of development, assuring safety, inclusiveness, income, and employment.** Thus, CPA-RESCO offers a comprehensive method that is able to analyse, assess, and address communities' threats, vulnerabilities and capacities as well as the development and economic potential of the territory into which the communities are based. Consequently, CPA-RESCO can be described as a **multi-level participatory approach focused on a territory where one or more communities of people live and share the same resources, opportunities and services, which can allow them to build a common vision for protection and sustainable development strategies.**

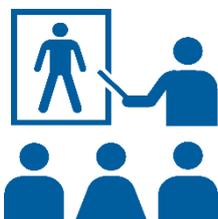
COMBINE



Multi-Stakeholder and Multi-Level Approach

CPA-RESCO is designed to provide **instruments to ensure coherence, coordination, and complementarity of different actors.** The multi-sector^{ix} qualitative and quantitative data, together with the identification of needed actions organized along the humanitarian-development spectrum, provides robust information to international and local actors in terms of elaborating integrated programs and/or supporting their design of activities towards achieving collective outcomes. The joined-up strategy planning is achieved through iterative mechanisms for continuous and long-standing engagement with targeted communities, and complemented with feedback from stakeholders and duty-bearers. **The multi-level approach ensures feasible and comprehensive support and commitment from actors at local, meso, and national levels.**

The **yearly outcome monitoring** and **multi-sector plans** designed to implement and monitor humanitarian activities have been shared with external actors (GIZ, ICRC, local municipalities, and other developmental actors) for joined-up planning to develop a risk-focused strategy. Each actor has used the existing analysis at community level for the design of their own program strategies towards building safe social spaces and responses to COVID-19



Multi-Disciplinary Approach towards Collective Goals

A CPA-RESCO output are the **Integrated Protection and Development Response Strategies and Plans.** The plans include a multi-pronged approach through concrete recommendations in the short-, medium-, and long-term, grounded in ICRC's Protection Egg Framework.^x While the framework is originally conceived to identify protection strategies^{xi}, it provides a human rights focus that makes it well positioned to integrate development-oriented activities. The plans are additionally strongly grounded on Local Economic Development theory and practice, which through the identification and analysis of territorial resources and services mapping, complemented with inputs by stakeholders and duty-bearers, allow for a comprehensive and complementary strategic territorial plan aiming at self-resilience of the targeted communities, while addressing immediate humanitarian needs.

Local governments and administrations consist often of different professional silos with their own internal norms, values, and priorities and the institutional rigidity creates compartmentalization that may hinder horizontal coordination across sectors and departments. The constant multilevel engagement and the

mainstreaming of an integrated approach overcomes the barriers and ensure complementarity of the co-developed Strategies and Plans with Institutional Planning.

INVOLVE



Territorial and Community-Based Approach

CPA-RESCO combines both **territorial and community-based approaches to ensure bottom-up, comprehensive, and context-specific multi-sectoral strategies** of response. The territorial approach, through the understanding of territorial resources, focuses on a specific geographical region as well as the socioeconomic actors that integrate a system of governance, human capital and critical mass of resources. To offset the challenges associated with territorial approaches to local economic development, especially when it comes to addressing the specific communities, the integrated methodology extends its focus to identifying communities' needs and capacities. The combined approach fosters the optimal solution as a two-way process, for ensuring that sustainable development strategies can as well address the communities' protection risks, involving all actors bearing responsibilities and accountability towards communities.

Response plans engage all public and private actors and resources in a given territory to ensure optimal impact to the population. **The particular needs and rights of communities are further addressed in the plans.** Extensive stakeholder and service providers mapping is conducted to understand the situation and build on existing resources, in order to assure long-term support to local development and link communities to relevant actors.



Participatory and Structured Engagement

The CPA-RESCO brings a **multi-layered set of engagement mechanisms to ensure applicability and adaptation in various contexts.** The tools include a system to adapt upon given conditions of accessibility, safety and security, time limitation, and population composition. It adapts to existing governance structures and to other formal and informal power holders' influence and structures, allowing a better understanding of social, cultural, and family dynamics. Participation of community members is governed by an Age, Gender and Diversity approach^{xi}, along with the main public and private local stakeholders (including public administration, producers, service providers, financial institutions, NGOs, etc.), with instruments to analyse social and power dynamics, as well as the potential for sustainable, long-term development. Knowledge from the *Citizen Participation Ladder*, is used to structure and monitor the agency^{xiii} of the population, and organize the active participation of community members, including civil society, private sector and institutional representatives to define the pace and the correction measures of local territorial and community strategies.

The engagement activities can differ even within two adjacent communities, on the basis of Population Groups, Power Dynamics, Accessibility, Participation, Critical Mass of Resources and other factors. They are reviewed and discussed with the population, through safe channels, risks and resources mapping and other visual participatory methods. In certain contexts, the process involved community members without difficulties, in others it triggered negotiation and facilitation through multiple stakeholders, at different levels (tribal leaders, municipalities, DG ECHO, municipal officers and UN OCHA officers).

EVIDENCE



Multi-Sectoral and Value Chain Analysis

A CPA-RESCO output is a **multi-stakeholder and multi-sectoral analysis that is focused on risk, potential and opportunities, and that is flexible for different contexts.** It provides a unique framework for needs assessment and outcome monitoring to support joined-up or complementary programming across different sectors. The assessment focuses as well on value chain opportunities for economic added value, jobs, and incomes. It works with the participatory identification of main local products with market potential and builds around

each product the corresponding value chain, enabling a direct and indirect multiplying impact on jobs and incomes. Through the analysis of protection risks and value chains and existing resources in targeted communities, the integrated methodology focuses on developing comprehensive collective approaches, ensuring the flexibility of humanitarian response while fostering local development strategies aiming to achieve self-resilience and integrated protection.

In multiple communities in the same territory, where response plans have been implemented, the outcome monitoring showed evidence on how the rehabilitation of agricultural roads in a community (Transportation), improved indicators related to Livelihood (e.g. better access to local markets), Education (safer and faster movement for children to access education centres), and Health (quicker access to primary health centres).



Mixed-Method Approach to Data Collection

The CPA-RESCO quantitative and qualitative data collection allows for the **identification of trends and patterns, together with exploration of perceptions, relationships and other intangible factors, necessary for unlocking development potentials and ensuring the protection of vulnerable populations.** The integrated methodology foresees the design and implementation of tools that can support rapid implementation, and through Outcome harvesting, supporting field staff to assess causes and identify consequences of the implemented Integrated Protection and Development Response Strategies and Plans.

In addition to the quantitative and qualitative instruments integrating the CPA-RESCO, a web-based platform “**Local Integration Protection and Development Management Platform**” enables full data management, including quality control, data protection and monitoring of complementary actions implemented in the targeted communities and their territories. The platform is designed to ensure protection standards in data and information sharing, complying with the GDPR and the ICRC Handbook on Data Protection in Humanitarian Action. The platform addresses historical shortcomings in conducting continuous analysis, such as the process of data cleaning, processing, and visualizing. The platform automates a set of complex quantitative and qualitative techniques used in the analysis, simplifying field implementation while ensuring accuracy and robustness in analysis systematization. **The Platform grants access and management to multiple stakeholders to streamline coordination and directly inform each individual actor’s programs and activities.**

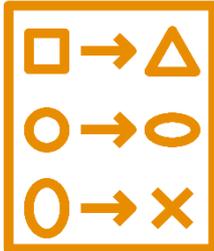
LOCALIZE



Strengthening Resilience and Governance Mechanisms

The CPA-RESCO integration co-development together with the active involvement of local communities and constituencies aims at establishing structured ownership of the process through joined-up planning of **Integrated Protection and Development Response Strategies and Plans.** This promotion of local ownership seeks to transform communities from passive recipients of aid to key actors in local territorial and institutional decision-making processes. The existing Institutional Planning (municipal, regional and national) is studied at the onset, and **all factors of voice and accountability, social cohesion and necessary instruments for the population to be active agents of the Institutional Planning are included in the co-developed plans.** In the implementation of Protection and Development Response Strategies and Plans, all relevant public and private socio-economic stakeholders are included and supported to build ties and capacity. The Integrated Protection approach is used for conflict-sensitivity and “do no harm” to ensure limiting violations by perpetrators, safety and security, with supportive stakeholders and relevant duty-bearers. Finally, the integrated methodology aims to develop human capital, in order to support the establishment of permanent governance mechanisms, planning and accountability to facilitate complex and long-term strategies of protection and development.

A three-year project – TURBO – emerged from the application of the CPA-RESCO. The project supported the economic development of 19 communities. Its uses both humanitarian and development funds channelled through the Italian Cooperation for Development Cooperation and the Italian Minister of Foreign Affairs. The CPA-RESCO supported the combined implementation of early warning system for IHL and IHRL violations, the creation of a Protection Department within the Governor office; scaling up governance schemes for humanitarian assets); the building of productive infrastructure to foster community connectivity; and the launching of a women cooperative model to provide services to community members.



Modular and Flexible Approach

The CPA-RESCO methodology and approach consist of several components that can be fully contextualized, adapting each single component, actor, mechanism, indicator and tool. The contextualization allows the assessment of all needs and vulnerabilities in targeted communities, as well as the identification of relevant resources and existing and potential value chains. The set of mechanisms to ensure applicability in different contexts builds on critical conditions of accessibility to communities, including location, security, internal conflicts, time limitation, availability of resources, access to local/regional markets and population composition. The integration of CPA-RESCO tailored design process, through the optimization of existing resources and participatory tools, and consideration of communities' specific characteristics, fully addresses existing and occurring challenges that can hinder the implementation of activities, to accomplish engagement and inclusivity of the population at all stages.

4. INNOVATIVE AND MULTI-DISCIPLINARY STRATEGY

Responding to calls for studying collaborative innovative approaches, including that of the HDN Nexus DAC Recommendations,^{xiv} to invest in learning and evidence promoting best practices and innovative approaches in data collection, management and data sharing^{xv}, CPA-RESCO builds on best practices across multiple disciplines not often used in humanitarian and development programming. The following are some of the approaches, frameworks and principles tested during the year and part of the CPA-RESCO innovative approach:



Empowerment and Ownership Evaluation *Ensuring a stronger agency of the population in making safe and informed decisions, through a transitional process that reduces the dependency on aid.* The CPA-RESCO capitalizes on measuring the outcome of interventions focusing on three key pillars of the process of empowerment: exercising agency, safe accessibility to resources, and achievements^{xvi}.



Results-Based Protection *A problem-solving approach used to address complexity and the ever-changing environment that surrounds protection issues in humanitarian action^{xvii}.* It ensures that programming outcomes contribute to reduce protection risks faced by the population.



Optimal Ignorance Approach ^{xviii} *Identifying the difference between what is worth knowing and what is not, enabling the collection of information that is required for the research projects.* This is applied to avoid collection of too much irrelevant data in order to complement existing research, reduce the assessment fatigue in affected populations, and create knowledge that is highly context-specific.



ICRC's Protection Egg Framework *Consisting of non-hierarchical and interdependent nature of activities, which combined form a comprehensive protection framework^{xix}.* It allows for the organization of Plans through a three-pronged approach that links different types of activities towards and with the actors that should intervene in the context, providing structured guidance for humanitarian-development and institutional actors^{xx}.



Outcome Harvesting *An evidence-based approach to formulating outcomes through collecting information of what has changed and then working backwards to determine whether and how an intervention contributed to these changes^{xxi}.* This enables understanding of how interventions contributed to outcomes rather than outputs and is best suited for programming contexts where relations of cause and effect cannot be clearly determined. It ensures tracking of how interventions may have influenced the behaviour of different actors involved in the process towards self-resilience.



Ladder of Citizen Participation *Focusing on the process of engaging communities, based on Arnstein's (1969) Ladder of Citizen Participation^{xvii}, the CPA-RESCO is structured to monitor the agency of a population, ensure active participation of community members, including civil society, private sector and institutional representatives.* The methodology is designed to meaningfully include the affected population throughout the process, to ensure the correct measures for designing local territorial and protection strategies.

5. METHODOLOGY – PHASES OF IMPLEMENTATION

PHASE 1: Identifying the territorial profile and the communities of the intervention area.

PHASE 1 starts with identifying the preliminary territorial profile of the intervention area, consisting of information related to the following fields: clima-geo morphology, main territorial resources, main socio-economic indicators, demography, historical and cultural patrimony, and administrative division. Based on this preliminary territorial profile, the communities are identified, including the main public and private stakeholders.

PHASE 2: Identifying humanitarian needs, protection and development landscape, applying protection risks

PHASE 2 includes **identification of threats, vulnerabilities, capacities and the resulting needs at community level, and the value chains and resources at the territorial level that have the greatest potential for sustainable and inclusive development.** The assessments consider community members often excluded from productive processes within identified value chains, to identify protection needs and potential for social and economic integration, through joined-up programming and strategic planning. The information collected feeds into the construction of **Integrated Protection and Development Indicators**, which provide a snapshot of the humanitarian needs, protection and development landscape and identify priority areas and triggers for targeted, in-depth follow-up. It uses both quantitative and qualitative approaches to gathering and analysing the data, which have been carefully tailored to the context.

CPA-RESCO includes participation and engagement of community members, ensuring representation of different age, gender, and diversity groups. Operational tools have been developed to establish safe channels of communication and coordination, while identifying power, social and cultural dynamics within communities. Further, Phase 2 also ensures the engagement of institutional representatives whose buy-in and expertise are critical for the development of locally responsive action plans.

PHASE 3: Assessing sectors with greatest protection risks, obstacles impeding progress, and existing opportunities; and value chains performance and potential which could unlock opportunities for sustainable development.

PHASE 3 builds on the results of PHASE 2 and includes the **co-production of an effective Integrated Protection and Development Response Strategies and Plans that would maximize the impact of the value chain while also taking into account challenges and risks that might have been missed in PHASE 1 and 2.** A qualitative approach is used to explore in greater depth targeted areas that have high protection risks and investigate underlying causes, consequences, and coping strategies. In addition, it focuses on the potential impact of the value chain on communities including strategies for risk mitigation.

This phase also includes **the establishment of value chain focus groups, through which to assess a set of variables regarding the performance and potential of the value chain, as well as obstacles for a competitive, inclusive, and sustainable development.** The assessment is performed through specific innovative tools including a set of factors, variables, indicators, prioritization mechanisms and a **Quick Collective Decision-Making Methodology.** In particular, the assessment regards factor such as: competitive advantages and their causes, market positioning, value chain components, economic, social, environmental, and institutional sustainability, obstacles to full valorisation of the value chain.

At this stage, CPA-RESCO also serves as a convenor for dialogue between community members and institutional representatives. This ensures that the response plans are attuned to the various needs and resources within the communities and their territory, while also creating a greater sense of ownership in the decision-making process through the linkages with existing domestic institutional and other planning processes.

PHASE 4: Developing Integrated Protection and Development Response Strategies and Plans

PHASE 4 gathers data and results of PHASE 2 and further developed in PHASE 3, and gears it toward formulating and refining locally owned operational strategies and plans^{xxiii} that provide both recommendations as well as specific actions for communities. Through identification of actions for the short-, medium-, and long-term, the plans are equipped to address immediate needs while at the same time devise strategies to address root causes to enhance resilience among communities and safe, inclusive and sustainable development in the territory.

CPA-RESCO places the emphasis on outcomes. Being operational in nature, Integrated Protection and Development Strategies and Plans - beyond laying out best knowledge on how to improve communities' standing in terms of welfare and protection - are meant to be accompanied by the establishment of permanent structures of governance, able to implement and review these strategies and plans. The goal is to provide communities with the full set of tools necessary for the achievement of their wellbeing and self-determination.

PHASE 5: Iterative co-assessment of changes for outcome harvesting to establish localized processes of co-monitoring and update of Integrated Protection and Development Response Strategies and Plans

PHASE 5 includes elements of co-monitoring, specifically regarding the change in the communities and their territory where the response strategies and plans are implemented. The monitoring approach is based upon outcome harvesting principles, meaning that information is collected from the affected population to understand the changes that took place and investigate possible contribution, attribution, and causality of actions and external factors.

The monitoring tools are adapted and studied (including power-analysis, accessibility, voice, access and other factors) to be structurally transferred to local governance structures. Communities are supported to be central or gain space in local-decision making governance structures, through their direct handling of the Plans, to enable their permanent and periodic implementation. Periodic conflict-sensitive and do not harm is undertaken to change courses of action.

The process (ideally done on yearly basis) enables to ascertain if structural and institutional changes are having an impact on the population and study trends to develop anticipatory strategies. Accountability channels are to the communities. Through every phase of implementation, monitoring, and analysis, the emphasis is on learning from and for the people.

6. EXPECTED OUTPUTS

What the integration of CPA and RESCO provides is presented in *Figure 2: Expected Outputs from CPA-RESCO Integrated Territorial Approach*



Figure 2: Expected Outputs from CPA-RESCO Integrated Territorial Approach

7. ADDED VALUE IN THE CONTEXT OF COVID-19 AND COMPLEX CONTEXTS

The current crisis caused by the COVID-19 pandemic has brought to light several limitations on how international actors implement their work with communities and territories around the globe. The problem is particularly significant for those countries and contexts already affected by protracted or complex crises, where aid and development actors have further restrictions in executing timely responses to reduce risk and vulnerabilities of populations, but also in developed countries, that are experiencing an increase of poverty, inequality, and migration. The lack of proper responses is further exacerbated by the failure to establish mechanisms for affected populations to identify the assistance needed.

The flexibility and adaptability of the CPA-RESCO tools demonstrate great potential to timely address communities in vulnerable locations and contexts, to identify immediate needs and existing territorial resources and capacities that can foster immediate multi-stakeholders and collective actions towards improving the safety of the targeted communities^{xxiv}.

The long-standing engagement with communities and the trust built and facilitated through the CPA-RESCO model have enabled proactive relationships between local authorities and the affected population through mediation, greatly improving the accountability of local authorities as duty-bearers towards the communities in their territories.

8. FINAL CONSIDERATIONS ON CONTRIBUTION TO KNOWLEDGE

CPA and RESCO's original approaches are relatively have respecting shortcomings in the operationalization of the Humanitarian-Development-Peace Nexus when applied separately; however, the CPA-RESCO optimal integration through the best practices and comparative advantages overcomes the possible gaps for achieving a sustainable and inclusive territorial development, while ensuring the communities' protection needs are addressed as well. This Concept Note intends to support understanding on how the respective approaches' challenges and limitations represent strengths and opportunities in fostering the reconciliation of humanitarian and development actions in joined-up, risk-focused and flexible programming.

A safe economic sustainable development approach is essential to ensure complementarity and coordination to address the multidimensional causes of a population's protection needs, vulnerabilities and risks. It is imperative as well to equip and enable communities building self-reliance, reducing risks at the community level, enabling populations to lead their own strategies to re-address the protection environment. CPA's centrality of protection offers the advantage of relating needs and vulnerabilities to duties and responsibilities, and ensures needs assessment alignment with International Humanitarian Law, International Human Rights Law and International Refugee Law provisions.

RESCO's analysis on performance, potential and obstacles of the value chains leads to formulate participatory strategies and plans for sustainable and inclusive development, helping in the implementation of an integrated response towards achievement of resilience in communities. The identification of community members not involved directly in these value chains, being central in the integration to the path towards sustainability, is essential to address livelihood challenges in communities.

The value chain analysis offers an excellent visualization instrument for better depiction of the socio-economic context of the targeted area, allowing for a better understanding of the economic sectors with higher risks and problems, as well as sectors with higher economic and socially transformational potential, and provides for a better focus to orient the creation of local development strategies. Adopting a structured approach to the socioeconomic analysis of a territory, value chain gives a better understanding of local contexts, allow for the participation of a diversified and coherent pool of economic actors, and provide prioritized solutions vis-à-vis non-enabling local environments or misperceived conditions.

As a result, through a proper identification and depiction of the economic discrepancies in marginalized areas, the CPA-RESCO offers the opportunity to propose matching solutions according to the sectoral economic gaps and thus improve Sectors of Action^{xxv} for the affected population. The values reflect the protection risks found in the different defined sectors, in line with the humanitarian-development Nexus framework to ensure bottom-up programmatic analysis with both humanitarian and developmental actors directly involved in the process towards resilience of the communities.

End notes

- ⁱ The World Humanitarian Summit took place in Istanbul on 23-24 May 2016. It brought together 9,000 participants representing 180 Member States, including 55 Heads of State and Government, hundreds of civil society and non-governmental organizations, and partners including the private sector and academia. More information can be found here: <https://agendaforhumanity.org/summit>
- ⁱⁱ The recommendations take into account the World Humanitarian Summit's call for increased coordination and cooperation between actors working in crisis and conflict affected contexts and offer a set of recommendations on the Humanitarian Development Peace Nexus. More information can be accessed here: <https://legalinstruments.oecd.org/en/instruments/OECD-LEGAL-5019>
- ⁱⁱⁱ The UN Secretary General's remarks to the High-Level Political Forum on Sustainable Development can be accessed here: <https://www.un.org/sg/en/content/sg/speeches/2019-09-24/remarks-high-level-political-sustainable-development-forum>
- ^{iv} The list of winners can be accessed here: <https://protection.interaction.org/2020-results-based-protection-good-practice-contest-winners-and-prizes/>
- ^v a) conducting continuous, context-specific protection analysis; b) applying outcome-oriented methods; c) and promoting multi-disciplinary strategies
- ^{vi} Inter-Agency Standing Committee. (2013). *The Centrality of Protection in Humanitarian Action*. <https://interagencystandingcommittee.org/system/files/2020-11/The%20Centrality%20of%20Protection%20in%20Humanitarian%20Action%20%28English%29.pdf>
- ^{vii} Inter-Agency Standing Committee. (2016). *Inter-Agency Standing Committee Policy on Protection in Humanitarian Action*. https://www.globalprotectioncluster.org/_assets/files/tools_and_guidance/IASC%20Guidance%20and%20Tools/iasc-policy-on-protection-in-humanitarian-action.pdf
- ^{viii} Oftentimes, local economic development strategies' unit of analysis is a territory and its components (clima-geo morphology, resources, main socio-economic indicators, demography, historical and cultural patrimony, and administrative division) and does not address specific problems and needs in communities located within this territory. A community-based approach is often limited by geographical boundaries and is challenged in understanding the linkages between the community and the territory. The combination of CPA-RESCO offers an optimal solution to overcomes the possible gaps for achieving a sustainable and inclusive territorial development, while ensuring the communities' protection needs are addressed as well.
- ^{ix} The data analysis is built to collect potential data on Access, Access to services, Education, Gender, Health, Livelihood, Protection, Shelter & Energy, Stakeholders, Transportation, Water and Sanitation, Demography and Location, and Value Chains,
- ^x ICRC (2001). Model proposed by the International Committee of the Red cross to channel the identity and way of working of different actors towards a single shared goal of ensuring protection of the population, recognizing the functionality in reconciling humanitarian and development work. It highlights the need to incorporate community-driven processes, enabling populations to lead their own strategies to re-address the protection environment.
- ^{xi} Those that put a stop to a specific pattern of abuse and/or alleviate its immediate effects; restore people's dignity and ensure adequate living conditions, foster an environment conducive to respect for the rights of individuals. ICRC (2001)
- ^{xii} The AGD policy is based on the acknowledgement of the rights of the affected population and thus seeks to ensure that all members of a community are involved in the decision-making process, ensuring their participation and inclusion into protection, assistance and programming. For more information: <https://emergency.unhcr.org/entry/51770/age-gender-and-diversity-agd>
- ^{xiii} Agency refers to the "power within" individuals that enables one to make informed decisions and take control over their own lives. Agency can be comprised of visible and invisible manifestations of the ability to choose, of which decision-making, protest, bargain and negotiation, as well as the motivation and purpose behind such choices, are but a few examples. Kabeer, N. (1999). Resources, agency, achievements: Reflections on the measurement of women's empowerment. *Development and Change*, 30 (3), 435–464.
- ^{xiv} OECD DAC. (2019). *DAC Recommendation on the Humanitarian-Development-Peace Nexus*. <https://legalinstruments.oecd.org/en/instruments/OECD-LEGAL-5019>
- ^{xv} Promoting best practice and innovative approaches in data collection, management and sharing – including the disaggregation of data by sex, age, disability recognising that this can support more complementary humanitarian, development and peace actions, while also providing guidance and clarity on data protection and ensuring transparency and accountability of data management. OECD (2019).
- ^{xvi} WeWorld (2020) Community Empowerment Manual. Available at: <https://cpainitiative.org/community-empowerment-manual/>
- ^{xvii} Results-based protection is a problem-solving approach used to address complexity and the ever-changing environment that surrounds protection issues in humanitarian action. Available at: <https://protection.interaction.org/> and https://www.youtube.com/watch?v=zKV1re8cnRc&feature=emb_title
- ^{xviii} Schuurmans-Stekhoven (2005) The Optimal Ignorance Model: Development and Application to Interpersonal Inhibition.
- ^{xix} ICRC, 2001, p.21.
- ^{xx} The activities within the plan are organized according to the following objectives: i. put a stop to a specific pattern of abuse and/or alleviate its immediate effects, ii. restore people's dignity and ensure adequate living conditions, and iii. foster an environment conducive to respect for the rights of individuals and human flourishing.
- ^{xxi} World Bank (2014) Outcome-Based Learning Field Guide, Tools to harvest and monitor outcomes and systematically learn from complex projects.
- ^{xxii} Arnstein, S. R. (1969). A Ladder Of Citizen Participation. *Journal of the American Institute of Planners*, 35 (4), 216–224. The ladder presents a spectrum of citizen participation ranging from non-participation (right-holders are considered as a group to be educated), tokenism (communication is one-sided; right-holders are technically involved but feedback is not collected from them; right-holders are not aware of their rights, options and responsibilities), and citizen control (redistribution of power where right-holders increase their decision-making power and plan, implement and manage programs without intermediaries)
- ^{xxiii} Community engagement in most humanitarian and development research is often limited to providing information with rarely any follow-up. In many protracted crises, communities are disenfranchised and experience assessment fatigue and continuing dependence on external aid. It is therefore imperative that response plans are formulated together with community members and include localization strategies. By engaging community members as well as institutional representatives throughout all the phases of implementation, the integrated methodology is well positioned to produce response plans that are grounded in local knowledge.

^{xxiv} During the first two months of the pandemic, thanks to established engagement modalities with communities, a very rapid assessment on health was enough to prioritize hygiene, personal protection and preventive measures for the spread of the virus and devise a multi-stakeholder plan of actions.

^{xxv} The methodology covers different sectors selected for their significance in enabling human rights and sustainable development. The approach can be adapted to include additional sectors, and currently includes the following sectors of action: Access, Access to Services, Demography and Location, Education, Gender, Health, Livelihood, Protection, Shelter and Energy, Stakeholders, Transportation and WASH.