PROTECTION MODEL WORKBOOK

Table of Contents

PROTECTION MODEL

Overview of the Protection Model

Foli's Story

Growing up, Foli lived with his grandparents on their farm. They lived in poverty and struggled to afford to feed him and to put him through school. When Foli was nine years old his grandfather was injured in an accident, and they fell prey to a relative's false promise to care for Foli and put him in school.

Foli's grandparents unknowingly sent him with their relative to a town on the coast of Lake Volta, a large lake covering much of central Ghana. Foli was forced onto his uncle's fishing boat, and nineteen-hour workdays became routine for Foli. He and other young boys would paddle the boat and set the nets. Sometimes a net would become stuck on one of the underwater tree stumps, and a child would be forced to dive into the deep water to untangle it. There were many accidents that came with this.

Now you might ask how can a man do this to a 12-year-old boy? In what kind of world does this sort of thing happen? Where a child who doesn't know how to swim is forced to dive deep to untangle nets under the threat of being punished? Where a boy who should be at school is put to hard and dangerous labor without end in sight? How can this happen?

It can happen because Foli's uncle faced no risk in enslaving his nephew. As an adult, Foli's uncle had power over his young nephew. And as a person with connections to people who acted violently, the uncle had power over Foli's grandparents, too.

Somehow Foli held out hope that he would get to leave.

After several years, the Ghanaian Police and local partners conducted an operation, and Foli and nine other boys were moved to a safe shelter. Though life after slavery can be full of challenges and Foli is on a journey to healing from the trauma he experienced, he is now safe at home with his grandparents, going to school and practicing to become a famous football player.

THE PROBLEM: LIVING UNPROTECTED

Like Foli[*], people in poverty face the threat of repeated violence in communities around the world. According to the International Labour Organization, there are an estimated 50 million other people in slavery around the world today. Nearly 736 million women have endured physical and/or sexual violence at least once in their lifetime and many millions more people in poverty who face the threat of unhindered violence – crimes like sexual violence, domestic violence, and police abuse of power.[†] In fact, violence is an everyday problem for five billion people in today's modern world who still live at the mercy of people who act with impunity[‡], like Foli's uncle. About two-thirds of the population lack meaningful access to justice without the protection and benefits of the law.[§]

Impunity happens when people live outside the protection and benefits the law is meant to provide. People in poverty face the threat of violence because people who commit crimes face no real consequences, when laws are not effectively enforced by local Justice Systems.

The perverse reality is that while many people in poverty are not free to live their lives safe from violence, many people who seek to abuse, exploit, or oppress them are free to do so with little or no risk of being caught or punished when local Justice Systems do not consistently and transparently enforce the law. Understanding this is important because it leads us to a solution.

---

* The name "Foli" is a pseudonym

†International Labour Organization 2022

‡World Justice Project

§ World Bank Gender Data 2022

Strengthening justice systems to enforce the law deters people from committing crimes and protects people from violence.

When that happens, people who commit crimes, like Foli's uncle, are deterred from exploiting and abusing other people. This has the transformative power to bring protection from violence to whole communities.

THE PROTECTION MODEL

But how do Justice Systems go from not enforcing the law to protecting people in poverty from violence? How does the balance of power shift from people who commit acts of violence to people who experience vulnerability? The Protection Model (Figure 1) is an effective way for civil society to work with governments to strengthen their justice systems.

Figure 1

STRONG PARTNERSHIPS

Reaching such an ambitious goal requires strong partnerships and local leadership, where each organization plays their role and uses their influence to accelerate protection, including:

- **Host Governments.** Host Governments are the duty-bearers for protection. They have the authority to make and enforce changes in the Justice System.

- **Non-Governmental Organizations (NGOs).** NGOs support the government and survivors on their journey to protection and advocate for the Host Government to uphold its duty to protect people from violence.

- **Survivor and Community Leaders.** Local leaders – including survivors, community-based organizations, journalists, and academics are powerful voices for change and ongoing accountability. More and more, survivors are leading the movement against violence. Survivor leaders are well respected as experts, and their vision and stories inspire other stakeholders to act with urgency to end violence.

PHASES OF JUSTICE SYSTEM STRENGTHENING

As the Host Government and civil society work together to strengthen the Justice System so that people are protected, progress happens in phases (Figure 2):

Figure 2
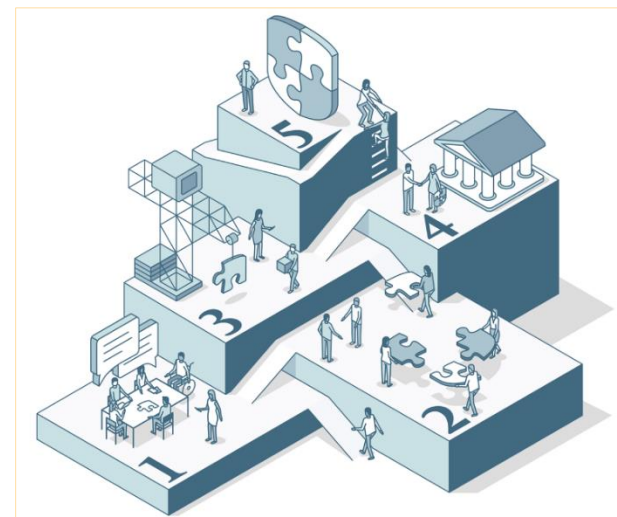
- **Phase 1: Initial Engagement.** The Host Government increases its engagement with key stakeholders and organizations, as well as its awareness and commitment to protect people experiencing vulnerability.

- **Phase 2: Collaborative Action.** The Host Government takes steps to organize and collaborate with survivor and community leaders, NGOs and other key stakeholders. Action plans are finalized, implementation begins, and tangible change is detected.

- **Phase 3: Structural Improvement.** The Host Government, with support from outside organizations, improves its response to individual cases of violence. There is progress in quality and efficiency. Initial improvements are not yet systemic.

- **Phase 4: Systemic Change.** The Host Government consistently delivers a coordinated, trauma-informed response to survivors of violence. Actions are institutionalized in the Justice System with accompanying infrastructure and high quality and efficiency.

- **Phase 5. Sustained Leadership.** The Host Government and NGOs now measurably protect people in poverty from violence through a strengthened Justice System, sustainable infrastructure, and resources. The local community *relies* on the system to protect them because they have positive experiences with the Justice System. The system *performs* its duty in a timely and trauma-informed manner. Corporations, international institutions, and survivor leaders express *confidence* that the system is protecting people. The Justice System acts as a deterrent to crime and prevents violence from ever happening in the first place. *Prevalence* of violence is low, and the community has full access to the protection and benefits of the law (Figure 3).

> Protection is the array of benefits that accrue to people in poverty through a strengthened justice system.

Figure 3
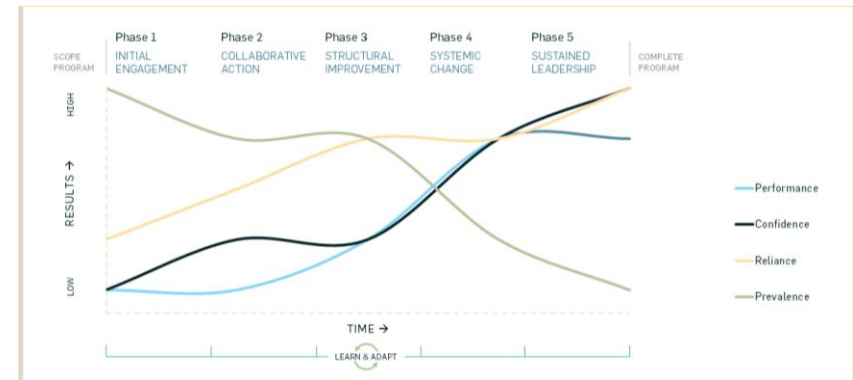
DIMENSIONS OF THE MODEL

The Dimensions of the model are the ways that civil society and Host Governments work together across the phases of the model. The dimensions are intervention areas with interventions that change with the phases of the model. The six key intervention areas (or Dimensions) are critical for Justice System Strengthening across all five phases of the model (Figure 1):

1. **Casework**
2. **Capacity Development**
3. **Data Management**
4. **Survivor Leadership**
5. **Community Engagement**
6. **Advocacy**

The Protection Model enables governments and civil society to identify what phase of the model the Justice System is in and what corresponding interventions to consider implementing within each Dimension. All interventions are intended to improve one or more of the four Protection Domains of Change (Confidence, Reliance, Performance, Prevalence).

Casework

> In the Casework Dimension, governments seek cooperation between law enforcement, prosecution, and social services on cases, ensuring survivors are provided direct services that are trauma-informed across key technical areas of expertise, such as investigations, safety, mental wellbeing, and legal support.

ABOUT CASEWORK

Through collaboration with law enforcement, prosecution, and social services on cases, civil society organizations gain a deeper understanding of how crimes happen and the challenges of enforcing the law. Government and non-government social service providers work together to ensure that survivors are provided with trauma-informed services and can access support in key technical areas of expertise, such as safety, mental wellbeing, and legal support.

The Host Government and civil society organizations working to strengthen the justice system must first understand the challenges before developing and implementing strategies to increase protection. By collaborating on strategic cases, the Host Government and civil society can jointly identify where barriers exist.

Capacity Development

> In the Capacity Development Dimension, the Justice System improves infrastructure, professional training and mentorship, inter-agency alignment, coordination, and communication to increase the quality of legal, investigative, and social services, as well as sustainable systems and institutional capacity.

ABOUT CAPACITY DEVELOPMENT

The Capacity Development Dimension of the Protection Model concentrates on strengthening the core competencies of the Justice System in law enforcement, legal, and social services.

Traditionally, organizations have relied largely on training to build capacity with mixed results. While training can be an effective way to equip Host Governments, especially when a knowledge gap exists, it is not always the best or only method to develop capacity. Lack of knowledge may be just one of a plurality of challenges that need to be addressed before protection can be realized. By working with Host Government officials to conduct a needs assessment followed by a performance strengthening plan, organizations can develop strategies together to address the unique barriers preventing protection. Training is followed up by 1:1 mentorship on actual cases, strengthened supervision, improved technological and analytical capabilities, clear policy guidelines and practices, and sustainability planning (including institutionalization of capacity development approaches). Through capacity development and resource strengthening, civil society works with Host Government law enforcement officers, prosecutors, judges, and social service providers to customize strategies and training approaches to meet their specific needs.

Data Management

In the Data Management Dimension, governments work to boost capabilities to capture, organize, analyze and act on relevant data. They seek to create and manage data-sharing platforms.

ABOUT DATA MANAGEMENT

Measuring and achieving protection is hindered by the lack of reliable, high-quality information to act upon. The Data Management Dimension of the Protection Model focuses on boosting the government's capabilities to capture, organize, analyze, and act on relevant data. In particular, the model emphasizes the creation and management of data-sharing platforms that equip the Justice System to better utilize data for case management, decision making, and monitoring protection.

Civil society can support the development of data management within the government. The first step is to conduct an analysis of current strengths and gaps in data management. The goal of this analysis is to determine what is working well and where there is room for improvement. Then, an action plan can be put together with the government to fill data management capacity gaps and to utilize existing data management strengths.

Civil society can work with the government to identify a right-sized solution for data management, provide capacity development, work to secure additional funding as needed, support the rollout of the solution, and raise awareness among a wider group of stakeholders of the value of the enhancements. Then, civil society organizations can work with the government to institutionalize how data informs policy and budget decisions and government reporting on the crime.

Great attention should be given to ethical considerations in data collection, analysis, and usage. Processing personal data must be done lawfully, fairly, and in a transparent manner in relation to the data subject and in compliance with international and local laws. When entrusted with data subject information, communication should take place – through conversations, policies, notices, and other modes – with data subjects about what data is collected, how and why it is used, and who has access to the information.

Survivor Leadership

In the Survivor Leadership Dimension, survivors are empowered, equipped and supported in leading the movement against violence and informing key organizational and government strategies.

ABOUT SURVIVOR LEADERSHIP

Governments and civil society engage with survivors as critical allies in the work to transform Justice Systems so that communities are sustainably protected from violence. Prioritizing Survivor Leadership means recognizing that survivors have unique experience and expertise to strengthen programs and, ultimately, accelerate protection in their communities.

A survivor-centered approach recognizes that each person is unique, reacts differently to trauma, and has different needs. Failing to meaningfully engage survivors and listen to their voices in designing and implementing humanitarian actions may put programs and survivors at risk. UNHCR offers four helpful principles to frame a survivor-centered approach**: 1) show

** The UN Refugee Agency USA 2020

respect by showing care, treating the survivor with dignity and respecting their decisions; 2) keep confidentiality; 3) ensure the safety of the survivor; and 4) apply these principles without discrimination. In addition to incorporating the perspectives of survivors to strengthen a policy, program, or project, this approach engages other stakeholders, especially in the survivors' immediate community, to replace stigmatization with solidarity.

Survivors should be engaged with the mindset of "working with" instead of "working for" survivors. The Survivor Leadership Dimension is intended to be expressed within internal programming and as an outward engagement strategy:

- **Survivor Leadership strengthens programs:** Emphasize Survivor Leadership from the design of a program, throughout delivery of the program, and as an indicator of ultimate success of the program: Are communities in fact relying on the system, and is it protecting the people who need the law's protection most? Meaningful input from survivors challenges our own biases, encourages a trauma-informed approach, contributes to a sustainable response in the community, and promotes accountability with affected populations.

- **Survivor Leadership shapes the movement to end violence:** Survivors can share their knowledge of exploitation, the factors that enable it to thrive under the radar, the people who profit from it, and the solutions that will stop it. Survivor Leadership intersects with the Community Engagement and Advocacy dimensions. Survivor Leaders play a powerful role in educating and mobilizing their communities, advocating, and organizing others to advocate for Justice System reform.

Community Engagement

In the Community Engagement Dimension, organizations increase community awareness, recognition, response, and ability to act to report violence, demand justice system improvements, understand ongoing improvements, and support victims and survivors.

ABOUT COMMUNITY ENGAGEMENT

A strengthened Justice System means little if the people it should protect do not rely on it for that protection. Measuring the degree to which people experiencing vulnerability rely on the Justice System for protection (i.e., Reliance) is so critical.

Reliance is an input of a well-functioning Justice System. When people rely on the system, they file complaints for themselves and their families and are willing to pursue those cases in court. New cases represent social demand for the system to function.

Reliance is also an output of a well-functioning system: when people can trust that the system is working and treating them with respect, people will be more likely to engage the Justice System to resolve complaints and hold perpetrators accountable. However, that shift in behavior is not automatic – even if significant improvements have been realized. Communities experiencing vulnerability need to understand the value of pursuing justice with the Justice System, and they need to know how to do it – the why and the how. People who commit violent acts must understand that they can no longer operate with impunity.

In many contexts, a broad narrative shift is required – one that recasts a particular form of violence (such as violence against women) as a crime, victims as people whose rights have been violated, and people who break the law as likely to face prosecution. The community also needs to be empowered

to know their rights and what to do in response to a crime committed against them, a friend, family member, or other member of their community. Fostering change in the dominant societal narrative about a crime, and accompanying perception, knowledge, action and behavior, requires a variety of communications and community mobilization strategies. This dimension of the Protection Model is called Community Engagement.

Many barriers to reliance on the Justice System are common across diverse geographies. Examples include a lack of understanding of one's rights, a fear of the police, stigma around reporting particular forms of violence, a lack of access to reporting mechanisms, complicated Justice System processes that are not designed to accommodate a person living in poverty, officials that lack training in delivering trauma-informed care, lack of witness protection programs, or some forms of violence being viewed as normative by the community. But every context is different. That is why Justice System Strengthening projects rely on Human-Centered Design to ground this dimension in a deep understanding of the barriers faced by vulnerable people encountering a particular form of violence in a particular geographic area. This approach equips others to invest in strategies that address the most significant barriers, whether that be educating a community about a crime, making it easier for individuals to report, or accompanying a survivor as they pursue justice. As reforms are implemented, communications strategies to publicize successful cases and experiences will also contribute to increased Confidence in the PJS overall. As the program progresses through the five phases, the government—in partnership with community and survivor leaders – assumes greater ownership over this communication and outreach to vulnerable communities.

This dimension has clear intersection points with the Survivor Leadership and Advocacy Dimensions. Survivor Leaders play a powerful role in educating and mobilizing their communities to 1) shape collective understanding of the crime and 2) seek justice through the Justice System. The Advocacy Dimension can support interventions to increase Reliance by pushing for key reforms that make reporting easier and improve survivor experiences with the Justice System by embedding trauma-informed care in formal processes.

Advocacy

In the Advocacy Dimension, organizations work with governments to take strategic action directed at changing the policies, positions, practices, or programs that would improve the justice system.

ABOUT ADVOCACY

Advocacy is about working with the Host Government to advocate for a stronger justice system. Civil society employs a variety of advocacy strategies for the refinement of policies, positions, practices, or programs of the government. This may include 1:1 relationship-building with government officials, partnership with media, survivor-led advocacy, coalition advocacy, etc. The Advocacy Dimension of the model helps create political space for government officials to act in support of credible solutions. Civil society is encouraged to communicate respectfully, drawing from casework experience to speak with credibility, and pursuing advocacy goals in coalition with local and international NGOs and governments.

Advocacy begins with analysis of gaps in the Justice System that create barriers to protection. Advocacy goals are focused on reforms that likely cannot be achieved through training or capacity development alone but require a shift in the Justice System's approach to Protection. Advocating alongside others offers greater credibility and power, mitigates risk in contexts where civic space is minimal, and offers the best hope for sustaining progress over time.

Foli's Story

The celebration began when Foli returned to his home. The small community where Foli grew up missed him and hoped for his safe return, right alongside his grandparents.

Foli remembers when he finally arrived at his village and the neighbors all came out to embrace him and welcome him back. He remembers seeing his childhood home looking exactly how he remembered. And in front of his home, standing under a tree to welcome him, were his grandparents.

"That day, people were celebrating all over the community because Foli was lost but now was found," his grandmother said.

When Foli stopped working on the lake, he was old enough that he could have skipped school and gone directly into vocational training. However, he insisted on going back to school, even if it meant he would always be the oldest in his class. Foli still has years to go until he completes high school, but he is dedicated to his studies.

Foli is proud to share what his days look like now: "Since I got here, my grandfather registered me for school. After school, I go and fetch water. If I have homework, I do it. If not, I go play football. In the evening, I will eat dinner and then go to bed."

Some of the biggest differences between Foli's life on the lake and his life today are simple – getting to sleep through the night and having more than one meal a day. He also gets to play football and dreams of being a famous football player, like Ghanian Dede Ayew. His grandparents have dreams of him becoming a doctor or teacher. Foli is glad to be off the lake and free to pursue his education. Foli's story is protection personified, where he and other children are free to be children, to pursue their dreams, and to live under the protection and benefits of the law.

GLOSSARY

Glossary

Advocacy:
Advocacy is a strategic action directed at changing the policies, positions, practices, or programs of the government.

Casework:
Casework is the service provided to clients as they navigate the Justice System in response to violence committed against them. These services often include identification, legal, and social services assistance.

Capacity Development:
Capacity development is strategic and intentional investment in the process of strengthening the knowledge, skills, and motivations of individuals, organizations, institutions, and networks to improve the performance the Justice System to respond to local system challenges (adapted from USAID). *E.g., collaborative activity implementation, technical assistance or consultations, training and workshops, grant-focused support, mentoring/coaching.*

Dimension:
Dimension describes a core, cross-cutting intervention area present across every phase of the Protection Model and critical to overall success of the model.

Host Governments:
Host Governments are the governments of the countries within which your program has a presence. Host Governments include government officials within the Justice System and other government leaders outside the Justice System.

Infrastructure:
Infrastructure is the organizational and physical structures and facilities needed for the sustained operation of a system. Government infrastructure in the Protection Model refers to budget, staffing, technology, physical space, etc. for the Justice System to sustain and scale change.

Institutionalization:
Institutionalization is the process through which a government institution formally embeds a policy, practice, or approach (e.g. a training model) into its structure or framework and takes responsibility for its implementation and oversight.

Intervention:
An intervention is a model of operation, made up of grouped and coordinated activities and strategies with methods that are measurable and replicable. Programs are directly responsible for interventions and activities. Interventions within a Dimension describe how the Protection Model phase will be strategically accomplished.

Phase:
A phase is a distinct period in a larger process of change, development, or experience that occurs over time. The five Protection Model phases refer to the different levels of a Host Government's engagement with Protection activities.

Stakeholder:
A stakeholder is any person, group, or institution that could have an interest in or be affected (positively or negatively) by a Justice System Strengthening Program