HPG briefing note

Advocating together to strengthen protection

Collective efforts of international and national organisations

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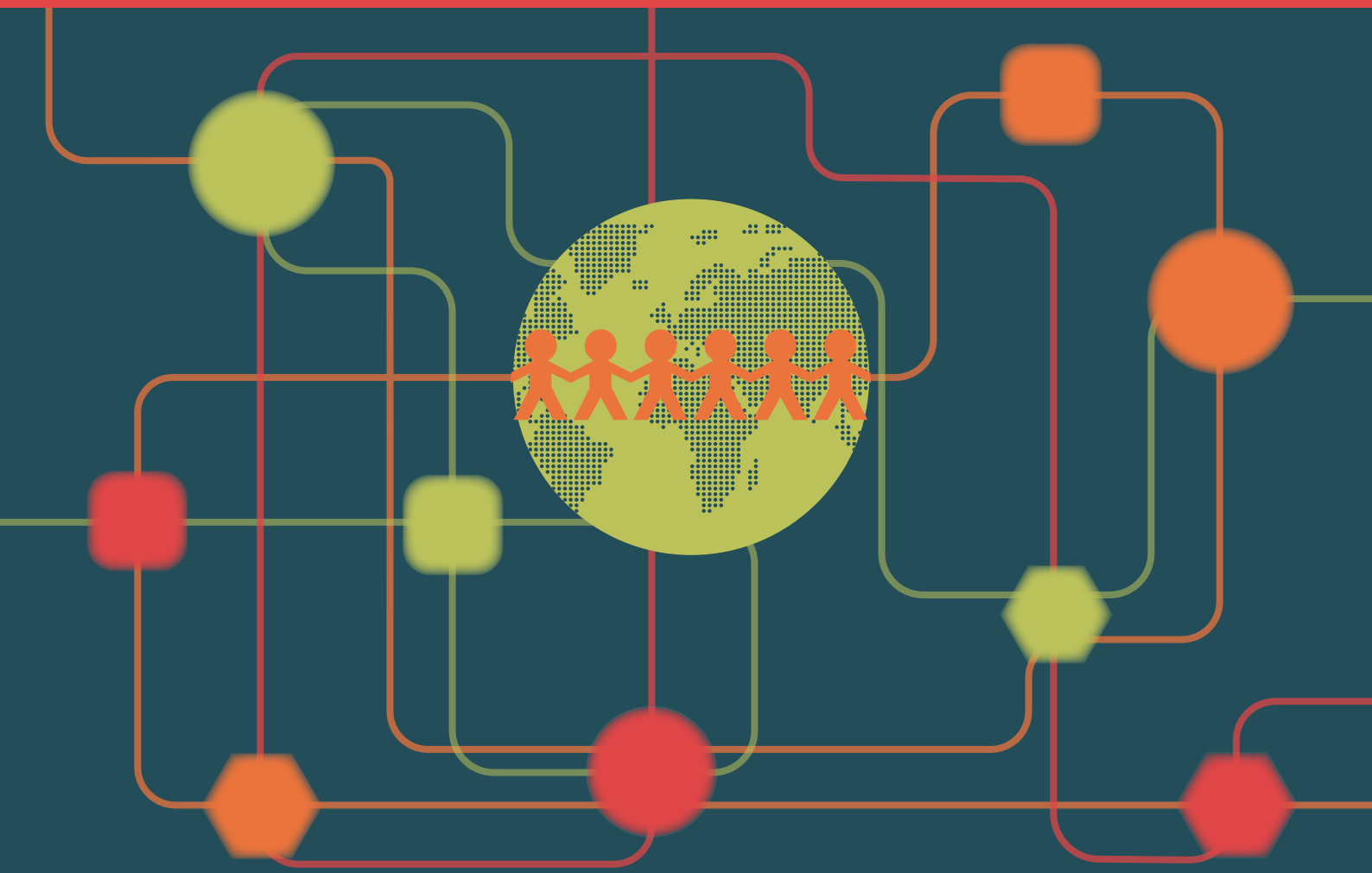

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Graphic: Collaborative advocacy. Credit: HPG/ODI | Emma Carter

Introduction

Advocacy is a well-recognised tool to strengthen the protection of people in crisis. The value of multistakeholder approaches in undertaking such advocacy is particularly evident (Gray Meral et al., 2021; Metcalfe-Hough, 2021; Davies and Spencer, 2022a). The added value of collective efforts is demonstrated by the complementary roles that a range of stakeholders undertake, thereby leveraging their comparative advantages.

Humanitarian organisations such as international non-governmental organisations (INGOs), United Nations (UN) agencies and national and local actors 'have different spheres of influence, action and activities [... and] this shapes the type of advocacy in which they engage' (Slim and Bonwick, 2005, in Gray Meral et al., 2021: 22). Slim and Bonwick (2005) describe these approaches as persuasion, mobilisation and denunciation (see Box 1).

Box 1 Approaches to advocacy

- **Persuasion**: decision-makers need to be convinced of the need for change and of their own need to act to make that change.
- **Mobilisation**: the art of building, informing and energising an appropriate network of powerful decision-makers into a particular form of action to protect civilians.
- **Denunciation**: the logic of denunciation is to shame decision-makers into taking particular actions through public exposure, private conscience or obvious interest.

Source: Slim and Bonwick (2005: 85–87)

Current practice on advocacy approaches is varied and dependent on multiple factors. HPG research indicates that while mobilisation and persuasion are regularly used, denunciation is the most commonly used approach by international organisations (Metcalfe-Hough, forthcoming).

This briefing note sets out to collate examples of international and national humanitarian actors engaging in collaborative advocacy efforts. It outlines the roles different actors play in advocacy partnerships as well as the factors that enable and challenge actors working together to advocate on matters of protection. It aims to highlight elements of good practice and suggest opportunities for change. This paper builds on the findings of HPG's report on complementary advocacy approaches between international and local and national humanitarian actors (Davies and Spencer, 2022a).

This briefing note is informed by a desk review, a survey of humanitarian actors, and two roundtables with local and national actors as well as a limited number of interviews. It was directly informed by the perspectives of individuals from and working in a diverse range of crisis-affected countries

including Bangladesh, Colombia, the Democratic Republic of the Congo, Guatemala, Honduras, Kenya, Lebanon, Pakistan, Palestine, the Philippines, Somalia, South Sudan, Syria, Uganda and Yemen.

Survey results

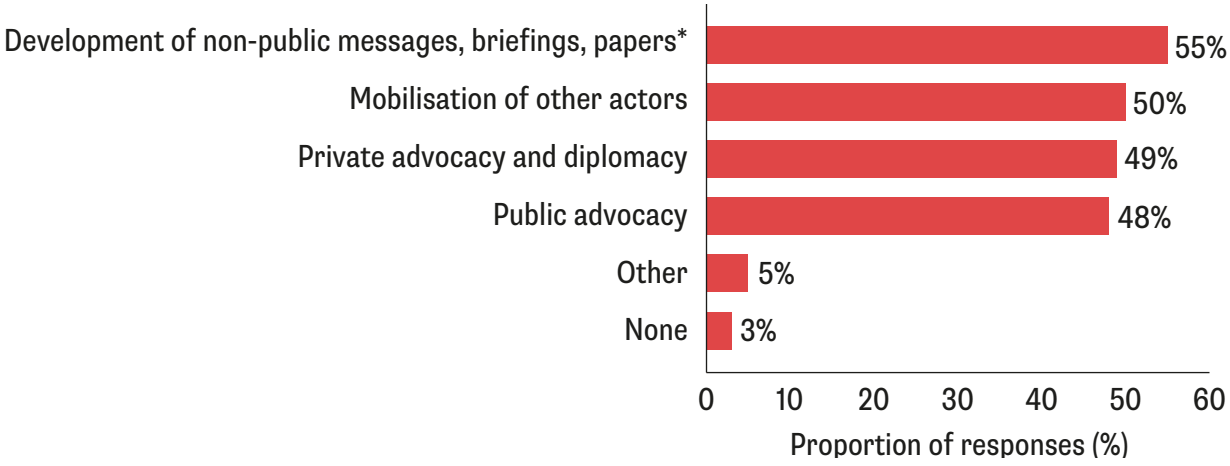
A survey conducted for this project received 460 submissions from a range of humanitarian stakeholders. The largest group of constituents represented INGOs (37%), followed by UN agencies/entities (32%) and local and national non-governmental organisations (NGOs) (15%). Sixty-three per cent of respondents were based in country operations.

The survey confirmed the importance of advocacy for humanitarian stakeholders, with almost three-quarters (71%) of respondents stating that they or their organisations engage in advocacy to promote protection or that advocacy is central to their work in promoting protection.

The value and importance of multistakeholder advocacy efforts were also reaffirmed by survey participants. Eighty-one per cent of respondents said their organisations have been involved in complementary advocacy efforts with other organisations to promote protection. Naturally, the preferred advocacy partners depend on the organisation, theme and context. Overall, 65% of respondents reported cluster/working groups as their most common partners, followed by UN agencies (63%) and INGOs (62%). Conversely, respondents representing local and national NGOs preferred to partner with other local and national NGOs (62%), and with local civil society or community-based organisations (51%).

Survey respondents indicate the use of a range of advocacy approaches in their efforts. They particularly highlight their use of private advocacy initiatives, including the development of non-public messages or briefings, as well as private diplomacy and the mobilisation of other actors to achieve advocacy and protection outcomes (see Figure 1).

Figure 1 What advocacy approaches are most used by your organisation?



Note: *Non-public information is used to guide direct advocacy messages, or messages to third parties and/or duty bearers.

Decision-making in collective approaches
Roles of local and national actors versus international actors

The comparative advantages of local and/or national actors and international actors drive greater collaboration between them for advocacy (Davies and Spencer, 2022a).

Local and national actors often have more access to, and contextual knowledge of, affected communities and local decision-makers than their international counterparts. In northwest Syria, respondents suggested that as many as 80% of the actors responding in the region are local actors who have better access to communities and their leaders, as well as a better understanding of needs, community structures and cultural norms. This can be invaluable to ensuring culturally relevant and consequently impactful programmes and to influencing initiatives. One interviewee explained,

> we had activities on empowering women and psychosocial support and we [were able] to tailor them to suit the community, [to take] sensitivities into account without sacrificing the aims.

This included the segregation of male and female participants and staff, local staff being able to speak the same language, the use of the most appropriate terminology and an understanding of the leadership structure in the community.

This is particularly important in contexts where international organisations are not routinely accepted. One interviewee said that in northwest Syria,

> [international actors are] not dramatically accepted by the community [...] until 2011, these communities didn't have interactions with international actors, but there are existing relationships for local actors and an automatic acceptance of their work.

Local and national organisations also have the further advantage of being able to build alliances with other relevant national actors not necessarily in the humanitarian sector, such as lawyers or social workers.

Credibility and how organisations are perceived by advocacy targets play a key role in the success of advocacy efforts. At times, national actors have greater credibility, can understand and work with national interlocutors more easily, and frame the issue and advocacy position with greater relevance. This was highlighted in Jordan when international organisations were criticised for a lack of understanding of how to influence the Jordanian government. Subsequent informal partnerships between national and international NGO forums led to improved engagement with the UN, donors and government allies. The involvement of national NGOs has strengthened progress on refugees' access to work (see Davies and Spencer, 2022a).

For international actors, respondents cite the importance of their technical expertise and the role they play in strengthening national actors' advocacy skills (Davies, 2021). In addition,

international actors are often more closely connected with international donors, the humanitarian coordination system and leadership structures – and therefore decision-makers. National actors often have a better understanding of, and connections with, national government representatives, as well as a diverse range of relevant civil society actors.

That said, despite skills and expertise across both sets of actors, systemic inequalities remain. The hierarchy between the sets of actors is often seen as paternalistic and relationships as extractive (O'Callaghan and Gilbride, 2008; Barbelet, 2019; Metcalfe-Hough, 2019; Gray-Meral et al., 2021). Advocacy priorities are often set by international organisations as a result of top-down relationships with national actors who are made to feel like they must 'do as they're told' (Gray Meral et al, 2021; see also Davies and Spencer, 2022a). As such, more work needs to be done to ensure that advocacy collaborations and partnerships are equitable.

International actors should increasingly play a facilitation and brokering role in raising protection issues to global attention and supporting local and national actors to access national, regional and international platforms and decision-makers (Davies and Spencer, 2022a). This requires significant long-term investment and trust-building between actors, which can 'strengthen relationships and reinforce collaboration across a diversity of [actors]' (Metcalfe-Hough, 2021: 6; see also Davies and Spencer, 2022a;b). By building on the networks and alliances between local and national actors and international organisations, these humanitarian actors enable stronger advocacy efforts. As one interviewee said,

> when it comes to advocacy and protection, [national] civil society actors can do more in some areas, so working with them and feeding them information to raise their voice higher than us, can make a substantial difference.

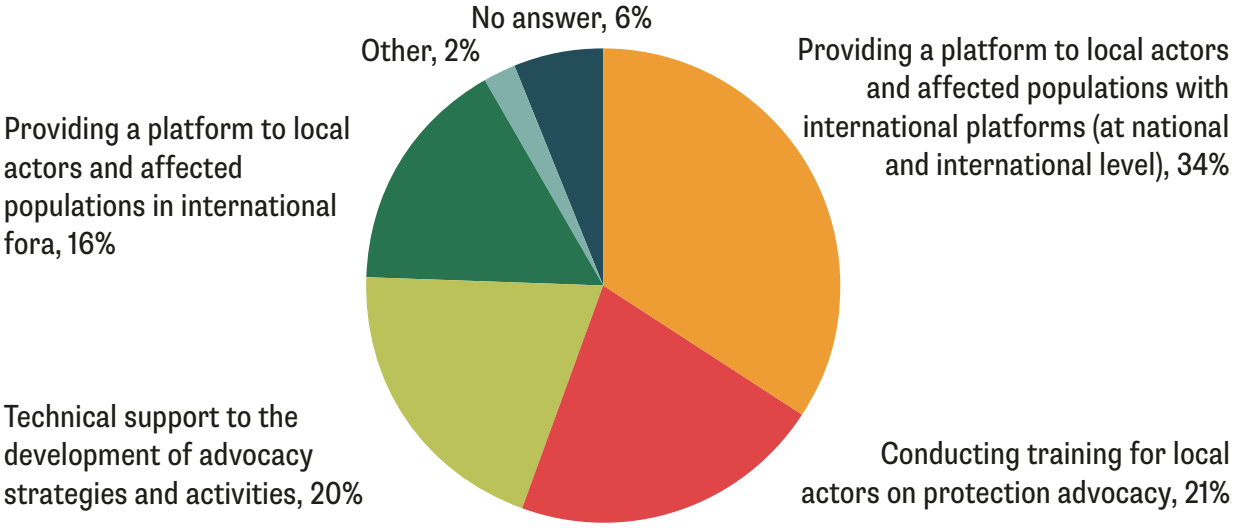
Equally, international organisations need to step back and make space for national actors in advocacy initiatives. Some organisations, such as the Catholic Agency for Overseas Development (CAFOD), recognise that the 'participation, voice and influence of local actors in decision-making is [...] of central importance' (Mollett and Donkin, 2021: 10). In Zimbabwe, they are increasingly playing an accompaniment role, bringing local partners into policy-making, and supporting global, regional and country-level civil society networks. In Lebanon,

> CAFOD has been working with its local partners to strengthen their advocacy on the situation of Syrian refugees, including facilitating their direct representation to the UK parliament (CAFOD, 2019, in Metcalfe-Hough, 2019: 14).

One INGO has worked with women's rights organisations (WROs) and women human rights defenders following the coup in Myanmar to develop a collaborative approach to global advocacy on the humanitarian, protection and human rights impacts of the coup. The focus was on having the INGO leverage its networks and relationships in country capitals in order to 'open up space' for WROs to engage directly in influencing efforts with decision-makers.

International humanitarian organisations can and should play a bridging role in convening direct dialogue with decision-makers (e.g. donors and international platforms). This is not only to amplify the voices of local and national actors, but also to provide the platforms for people to directly represent themselves at international forums. This was the prevailing opinion of survey respondents (see Figure 2).

Figure 2 How can protection advocacy of local actors be better supported and linked with national and international advocacy efforts?



Factors that have enabled complementary protection advocacy

Analysis of complementary protection advocacy efforts highlights a number of key factors that enable effective partnerships. As mentioned previously, trust and open dialogue between partners play a significant role in developing strong and effective partnerships for collaborative advocacy efforts, whether formal or informal (Barbelet et al., 2021; Davies and Spencer, 2022a). As one interviewee says,

> [trust] is tricky, it takes a year to build and seconds to destroy [...] maintaining open channels for communication and dealing with issues immediately is [imperative] to make sure it [trust] endures.

Cultivating trust requires long-term investments in relationships, going beyond limited project and funding cycles to identify ways to more consistently engage with and support partners and allies. And international organisations need to ensure effective communication with local actors and communities.

There is a key role for leadership here, in setting the tone for more equal relationships between partners and fostering trust. Respondents have referenced the leadership of the Deputy Regional Humanitarian Coordinator in the Syria response as pivotal in operationalising this commitment, by ensuring good representation and equality in access for local actors in coordination mechanisms such as the humanitarian country team. Leaders and international organisations should be cognisant of the power they hold, including as budget-holding intermediaries to donors, and so, as one interviewee said, '[the impetus] for change should come from within'.

Shared objectives and values are necessary for collective advocacy efforts and play a role in garnering trust between organisations. One interview stated, 'ensuring that everyone is working towards this [shared goal], this builds a lot of trust'. Respondents have suggested that a crucial first step in any joint advocacy initiative is to map organisations that have shared values and objectives and bring them together at the outset – regardless of whether the collaboration is formal or informal.

Last, having the flexibility and agility to adequately respond to emerging protection issues, while staying committed to shared overall objectives, enables stronger advocacy efforts. One interviewee said that the 'ability to address issues when they arise is important, especially true for protection issues'. This requires significant investment in the capacities of local organisations that, unlike many international organisations, may not have the resources to dedicate to advocacy on a reactive basis.

Working through collaborative mechanisms can help offset risks, a commonly cited barrier to engaging in protection advocacy efforts (Metcalfe-Hough, 2020; see also the next section). By having an open and collaborative dialogue between international and national partners at the outset, risks can be jointly assessed and resolved – for example, mutually deciding on the level of visibility of local and national organisations when advocating towards the national government in the country where they are based.

This can go further, too, in terms of the need to decide in tandem on overall approaches and tactics to be used and what visibility different organisations and networks want with different targets and at different stages of the advocacy cycle. It also requires discussion and planning in the event that local and national actors face increased risks or threats; for example, what funding and mechanisms are available to support staff directly facing threats – and in the absence of this, whether referrals have been set up to facilitate such support. This could be done, for instance, alongside human rights organisations that have a more standardised approach to supporting human rights defenders facing threats. While this was not raised as a common practice by respondents in this study, there are examples where collaborations between humanitarian and human rights actors have facilitated such approaches (see Davies and Spencer, 2022a).

Limitations, barriers and overcoming assumptions

The quality and equity of collaborative advocacy present a mixed picture. Some local humanitarian actors face a number of barriers when engaging in joint advocacy efforts with international counterparts. Some international organisations are not willing to give up space or move beyond their own agenda, while others are more committed to elevating local organisations to international platforms and contributing to truly collaborative, iterative advocacy processes. (The latter is particularly true for some INGOs – especially faith-based or partnership-focused organisations.) At times, organisations depend on individuals to drive change forward or on individual relationships between organisations to make connections. This can result in ad hoc collaborations. Power dynamics and exploitative relationships damage trust and limit possibilities for engagement (see Box 2). This is exacerbated when international and national actors are in direct competition for resources.

Box 2 Somalia local mapping and advocacy survey

In a mapping and advocacy strategy conducted for the Protection Standby Capacity Project (ProCap) and the Gender Standby Capacity Project (GenCap) in Somalia, 44 women's rights or women-led organisations reported being in either a formal or an informal partnership with humanitarian organisations. However, 'formal partnership' in this instance often implies that national actors are implementing partners rather than leading, co-designing or strategic partners. This resulted in challenges to women's rights and minority rights organisations, which were regularly forced to vie for reduced funding.

Without financial resources, engagement with advocacy efforts is likely to be limited. Therefore, in order to strengthen Somali organisations' role in humanitarian decision-making, more work needs to be done to improve equitable partnerships between actors. Ensuring adequate funding for all involved is one way to do this.

Source: NRC and OCHA, 2021

In some respects, this barrier is linked to the level of representation of national actors in international forums. The need for greater national engagement in such platforms is recognised, but equal participation is not yet the norm. Until this can be addressed, power dynamics will continue to be at play, and key inputs and critical analysis from local and national actors can be missed or ignored.

Language barriers feature as a prominent challenge faced by local and national actors in joint advocacy initiatives. Representatives from Palestine and Syria highlighted that cluster coordination meetings were most regularly conducted in English, regardless of the fact that

the majority of people – apart from the international staff – spoke Arabic. The predominant use of English can skew which organisations are heard. In Syria, respondents noted that many local actors speak English, but these language skills have almost 'backfired' because other local organisations that have better access to affected populations do not primarily speak or feel comfortable communicating in English and so are 'put off' from engaging with the collective. This means that important perspectives are not included or are overlooked, and key actors are sidelined from collective discussions. Changes such as the regular use of interpretation are being considered, but until this becomes commonplace language remains a barrier to many local and national actors who feel like they cannot effectively share information, analysis and inputs to advocacy priorities.

It is also important to consider terminology. Complex protection terminology can be exclusionary to non-humanitarian or non-protection experts (Cocking et al., 2022). But beyond that, even the concept and perception of advocacy can be a barrier. For example, in Pakistan, advocacy has become a taboo word and is not accepted by the government. Therefore, when applying to operate protection-related activities in the country, NGOs may feel they need to use tactics such as describing advocacy as 'stakeholder engagement' in order to acquire permission to run programmes. Given growing attempts by governments to repress and silence civil society across many contexts, it is vital to frame advocacy positions in an acceptable way grounded in a contextual understanding, whilst staying true to human rights and protection considerations that all actors understand.

Capacity gaps are often cited as a barrier to effective advocacy. Survey respondents representing local and national NGOs more prominently stressed a lack of capacity and resources as a challenge to undertaking protection advocacy, highlighted by 51% of local and national actors compared with just 28% of total respondents. Whilst this is noted, it must also not be used as an excuse by international organisations; one local actor said that 'we do have capacity and the language, but there is just this glass ceiling [...] it's as simple as allowing local actors to participate'.

The perceived risks associated with working with local and national actors often prevent advocacy partnerships. This risk varies from concerns around local and national actors' ability to uphold the humanitarian principles – particularly international organisations' concerns around the neutrality of local and national actors (Schenkenberg, 2016, in Metcalfe-Hough, 2020: 6) – to a misplaced, and at times paternalistic, assumption that international organisations must protect local or national actors from government retaliation by excluding them from joint analysis, visibility and a strategic approach to advocacy.

In the case of humanitarian principles, the situation can be exacerbated by humanitarian protection actors who are 'nervous' about collaborating with national actors who speak the language of rights and may be perceived as being political. This can be contradictory when international actors, too, routinely refer to international humanitarian and human rights law when setting out advocacy positions (Davies and Spencer, 2022b). However, the security concern

is valid in some contexts. For example, national actors in Libya and South Sudan were conscious of retaliation and the individual and organisational risks they may face, including the safety and security of affected populations and staff, impediments to continued implementation of programmes or hostility with the host government and/or duty bearers (Davies and Spencer, 2022a). It follows that the context and circumstances should be the starting point in assessing and mitigating risks, but concerns such as whether national actors can (or should) uphold humanitarian principles should not be oversimplified.

The risks of carrying out advocacy can often be assumed, and overstated. Over two-thirds of respondents (68%) shared that their organisation had not experienced negative repercussions as a result of undertaking protection advocacy. Interestingly, despite assumptions, respondents from local and national organisations were consistent with the general consensus on this subject, with 70% of respondents stating they have not experienced negative repercussions. In Nigeria, a national NGO representative stressed how they feel better placed than international actors to directly lobby the government where they had existing relationships (Davies, 2021). Instead, INGOs and international organisations should assess risks in partnership with local actors to inform mitigating measures, including the advocacy approach and the roles that the diverse set of actors will take in order for those potentially at risk to make an informed choice on the level of their involvement (ibid.).

Collaboration between national, regional and global advocacy approaches

There are several examples of collective advocacy efforts across national, regional and global levels. One of these examples has been the collaboration between national and international organisations for the renewal of the Syria cross-border mechanism.

The cross-border mechanism was first passed in the Security Council in 2014, as resolution 2165, and gave the UN a mandate to deliver essential humanitarian assistance from Turkey to opposition-held areas of Syria by using one of, initially, four border crossings (Hall, 2021). Prior to this, the Syrian government routinely rejected or delayed requests from UN agencies to access rebel-held areas of Syria, where 90% of residents are in need of aid (Lund, 2022). The cross-border mechanism mandated an invaluable change in practice: humanitarian organisations would give the Syrian government notice – rather than waiting for its permission – in order to provide aid. As such, more than 800 aid trucks per month of cross-border aid were sent to northwest Syria in 2021, compared with just 70 truckloads in a year from Damascus where government permission is required to deliver assistance (ibid.).

The resolution must be regularly renewed, usually on an annual basis, so that aid organisations can continue to deliver essential aid. Advocacy efforts focused on influencing the Security Council members to vote in favour of a renewal – or at least to abstain. The Northwest Syria NGO Forum spoke of its partnership with InterAction as pivotal in enabling it to brief the elected members of the Security Council ahead of the renewal vote in 2017. This gave elected members

the information needed to make informed decisions on their vote, enabled local and national organisations to bring their perspective into the debate, and grounded negotiations in the reality of conflict. The engagement was deemed successful, with 9 of the 10 elected members voting for a new resolution; only Bolivia abstained (as well as permanent members Russia and China).

During further renewal processes, the national NGO forum remained engaged in influencing voting intentions. This was aided by the realities of the Covid-19 pandemic that shifted many briefings and meetings online. By removing the necessity for local and national actors to travel, it took away a key barrier to engagement. By participating in online forums, local and national NGOs directly engaged with the Belgians as penholders on the resolution. It again allowed the NGO forum to bring the national perspective into the debate to humanise the context of the resolution. This engagement was generally considered a success, in part due to aligned messages that are accepted across national and international stakeholders, and because the practice of local and national actors' direct engagement with decision-makers had become standardised.

However, it is important to note that the renewal process has been increasingly politicised, as with much of the work of the Security Council. At the time of writing, the Security Council adopted resolution 2642 – a 'compromise' resolution extending the cross-border mechanism for six months with an option to extend until July 2023 if another resolution is adopted (UNSC, 2022). This was reached two days after the previous resolution expired due to Russia's veto to extend the mechanism for a year, an action that has become commonplace since 2019 (Hall, 2021; UNSC, 2022).

Additionally, not all collaborative advocacy efforts conducted with the NGO forum have been deemed successful. For example, when the deconfliction/notification mechanism came into force in Syria, many were optimistic about its potential for monitoring and reporting violations of international humanitarian law and hoped it might act as a sufficient deterrent to prevent attacks on civilian infrastructure.

In theory, by informing conflict parties of the location of critical civilian infrastructure and objects that perform a humanitarian function, and of the movements of humanitarian staff and supplies, the mechanism can reduce attacks in areas that are likely to cause harm to civilians and therefore violate international humanitarian law. But the disconnect between the national- and global-level analysis and advocacy was significant. This, and an uptick in violence in 2019, ultimately undermined confidence in the effectiveness of the mechanism. Many international actors rescinded their commitment to the notification system. Despite the NGO forum's commitment to advocating for its use and pushing for a UN Board of Inquiry report, its efforts only contributed to a 'watered-down second [deconfliction] mechanism which basically gave the same outcome', as was expressed in one roundtable. Many humanitarian actors now generally consider this notification system to be an ineffective mechanism to protect civilians.

Conclusion and recommendations

Complementary advocacy plays an important role in strengthening the protection of civilians in conflict. There is specific value in collaborations and partnerships between international, national and local organisations that can each leverage their comparative advantage to better speak to, evidence and analyse protection risks, and elevate and present these protection concerns to duty bearers and other humanitarian stakeholders at local, national and international levels.

Open dialogue, trust and equitable partnerships are all key to enabling further opportunities for collective advocacy. However, more needs to be done to eliminate the barriers faced by many local and national actors to advocate on behalf of their communities. For this to take place, international actors need to give up space and take steps to mitigate against the exclusionary nature of language and complex protection terminology, while addressing the real and perceived risks of partnering with national actors in crises. Ultimately, perceptions and assumptions – at times oversimplified and overstated – must be addressed by ensuring joint analysis and mitigation measures. The following section outlines a number of key recommendations to remedy the challenges.

International humanitarian actors

Equitable partnerships

- International organisations should strengthen their engagement in collaborative/complementary advocacy, and as part of this, create the space for national actors to play a more prominent role in advocacy efforts. International actors should commit to understanding when they are best placed to lead advocacy efforts, when to offer support by amplifying the voices of national advocates and when to step back to open up space for national actors to lead advocacy efforts. They have a clear bridging role to play in convening direct dialogue with decisions-makers (e.g. donors and international platforms). This is not only to amplify the voices of local and national actors, but to provide the platforms for people to directly represent themselves at international forums.
- They should ensure equal participation of national actors, with the analysis, positions and priorities of national actors adequately informing approaches. National actors should be fully integrated at strategic and decision-making levels. This could be through representation on strategic advisory groups on protection, leadership of protection forums or co-ownership of protection advocacy strategies. International actors should ensure such efforts are not tokenistic but instead reflect the co-development and co-ownership of advocacy efforts, with different actors leveraging their respective strengths and relationships as well as managing different risk profiles and considerations.
- Organisations should lead by example, have strong leadership buy-in and set the tone for a culture of collaborative advocacy. Power needs to shift. This should include a clear commitment from international actors to invest in relationships with local and national

advocacy allies and partners over the long term, moving beyond project cycles and aiming to ensure more continuous collaboration, support and risk-sharing. International actors must better recognise and constructively challenge perceived and hidden power dynamics in the humanitarian system, including at the partnership level where international organisations are often positioned as intermediaries with national and local actors as implementing partners.

- Invest in multi-year partnerships and national advocacy capacity. Ensuring these partnerships are based on reciprocity, mutual accountability, trust and respect is vital. Build flexible funding into advocacy initiatives to enable reactive advocacy support. Having dedicated advocacy budgets as well as flexible resources for reactive advocacy support are key enablers to collective advocacy.
- Ensure joint risk analysis and mitigation with local and national actors. Support mitigation strategies and joint contingency planning, including in terms of ensuring funding is available, or relevant relationships can be brokered, to support physical and digital security measures on both proactive and reactive bases. Ensure all partners are adequately informed of potential risks, and are prepared for them, with contingencies put in place where relevant.
- Commit to meaningfully tackling barriers to national actors engaging equally in protection advocacy. This includes recognising and deconstructing power dynamics between international and national actors, along with the systems, processes and terminology that support them; for example, those related to funding, protection language and coordination.

Strategy

- Consider more creative approaches to targeted advocacy. They should be based on context without solely relying on 'traditional' approaches. This might include using different language, terminology, framing and interlocutors.
  - Consider context and culture, with relevant analysis, inputs and approaches of national and international actors for more effective advocacy; for example, the cultural, religious, ethnic and linguistic understanding and analysis of national organisations in tandem with the technical skills and access to decision-makers and international platforms that international organisations can bring.
  - Consider more innovative approaches to bring about better protection outcomes, such as targeting different allies or voices (e.g. the African Union or field offices in neighbouring countries) to convey messages on protection of civilians to bring about better safety and protection standards for people in conflict areas. Aim to influence regional policies rather than focusing on Western governments and media.

Local and national actors

- Continue demanding an equal space to engage with, participate in and lead advocacy initiatives. Approach international actors with clear advocacy agendas and requests for how they can support national actors in their advocacy aims through partnerships.
- Demand that any partnerships with international actors are genuine and equal, not tokenistic. Call out international actors when they fail to ensure this.

- Find the appropriate entry points to influence national and local government, and other relevant decision-makers, and raise protection issues at the national level.
- Seek South–South learning and exchange opportunities on how to conduct advocacy in challenging contexts, for example through membership of South–South forums such as the NEAR Network and the Alliance for Empowering Partnership.

Donors

- Prioritise funding for advocacy as a tool to strengthen protection. Build flexibility into advocacy initiatives, including for reactive advocacy. Ensure monitoring of the impact of protection advocacy, including through analysis of the range of advocacy approaches, partnerships and activities.
- Fund and incentivise equal, multi-year partnerships between national and international actors. Ensure adequate resourcing of advocacy capacity across national and international actors.
- Encourage national actors' dialogue with states and decision-makers and provide them with political and diplomatic support, whenever relevant, as part of a commitment to equitable risk-sharing. Incentivise international partners to support this, and take steps to ensure this is inclusive, participatory and not tokenistic. Support national actors to directly engage in dialogue through formal or informal platforms. Listen.
- Ensure donor-driven funding priorities do not have negative consequences for partnerships or collaborations or the ability to conduct advocacy. Consider what those consequences could be through direct dialogue with national actors.

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