PROTECTION ADVOCACY TOOLKIT

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INTRODUCTION

The global need for humanitarian assistance and protection continues to increase. At the time of writing, it is expected that a staggering 339 million people – one in every 23 people on the planet – will need emergency assistance to survive in 2023[1]. Conflict is a key driver of such needs and while the protection of people affected by conflict and crisis is recognised as a critical and lifesaving part of humanitarian action, new and protracted conflicts, impunity, and a disregard for both human rights and human life continue to be major challenges.

Those responsible for ensuring protection are not always able or willing to fulfil their responsibilities. Advocating for duty bearers to take the necessary action to ensure the protection of people in conflict and crises is a critical part of protection work. This protection advocacy takes many forms and is carried out by multiple different structures and organisations, from community groups influencing local authorities to national-level advocacy with duty bearers to mobilisation at the global level. The impact of these actions can be enhanced when all those advocating for protection in different ways and in different spaces – each using their distinctive expertise, skills, ability, and networks – connect and coordinate their actions in collective advocacy.

This toolkit is for individuals, organisations, and structures carrying out advocacy to achieve protection outcomes. It has been divided into five sections, describing the different steps of the protection advocacy cycle and providing key guides or tools needed to navigate each step.

These modules should not be considered as having a strictly sequential order, advocacy is an iterative process where our approaches, tactics, risk analyses, or even the strategy itself, changes to accommodate a changing reality.

Protection advocacy can seem like a daunting task, but it doesn't have to be. This toolkit will hopefully help demystify the inner workings of advocacy, encourage agencies to work collectively, and foster the inclusion of a wide range of individuals and agencies in a joint effort to reduce protection risks and strengthen protection outcomes for all those impacted by crisis.

This toolkit has been developed with contributions from the Network for Empowered Aid Response (NEAR), the Global Protection Cluster and its Advocacy Task Team, Oxfam's Global Humanitarian Team, and Overseas Development Institute's (ODI) Humanitarian Policy Group. The toolkit has been funded by European Union Humanitarian Aid (Oxfam) and supported by UNHCR (NEAR). In addition, the Hurras Network and the Palestinian NGO Network contributed to valuable case studies.

DEFINING PROTECTION ADVOCACY OBJECTIVES

Protection is a critical area of humanitarian action, addressing multiple risks faced by diverse communities all over the world. While the potential range of advocacy topics is often daunting for protection actors, it is important to begin any advocacy effort by defining a clear issue. This issue can be fully or partially addressed by advocacy efforts. Ultimately, the greatest impact often comes when advocacy is used in combination with other interventions, aiming to 'move the needle' on a protection risk through a range of programmatic and advocacy-focused actions that reflect the specific threats, vulnerabilities, and capacities at play[2].

It is also important to use protection analysis to help understand where and how advocacy efforts may be most effective and to subsequently inform and shape them. This module explores the use of analysis as a foundation for creating an advocacy strategy, starting with an identified protection risk, and developing a clearly defined advocacy goal and objective(s).

Figure 1.1 illustrates key steps in the process of developing a protection advocacy strategy, ideally working in close collaboration with multiple protection partners and allies throughout to ground it in a collective approach.

Analysis is foundational to successful advocacy

According to the Inter-Agency Standing Committee's (IASC) Policy on Protection in Humanitarian Action (2016)[3], protection analysis should provide an '[...] evidence-base for programming, advocacy, and dialogue for the purpose of influencing behaviours and policies in support of a more favourable protection environment'.

Collective protection analysis is an essential foundation to conducting **collective protection advocacy**.

Protection analysis lays the groundwork for a collective protection advocacy approach: it generates a shared understanding of the protection risks (and associated factors such as threats, vulnerabilities, capacities, and root causes), drawing on diverse and credible data sources, and it enables an approach where multiple allies can collectively manage risks and speak with a common voice while pursuing complementary advocacy approaches and tactics.

Figure 1.1: **THE PROTECTION ADVOCACY STRATEGY PROCESS**

SET THE OBJECTIVE
- Based on protection analysis, prioritize protection concern(s)
- Collectively define the protection problem and advocacy objective

IDENTIFY TARGET AUDIENCES
- Map and analyse stakeholders
- Identify power dynamics, relationships, interests and chains of influence

DETERMINE APPROACH
- Outline an advocacy "theory of change"
- Determine specific advocacy approaches and tactics based on risk analysis, tolerance
- Agree on roles and responsibilities

DESIGN MESSAGE
- Frame key messages based on target audiences
- Develop related advocacy products and materials for different purposes (e.g. policy briefs, media messages, etc.)

ENGAGEMENT
- Take forward engagement, lobbying, campaigns and other identified advocacy actions
- Ongoing collaboration with advocacy partners and allies
- Ongoing risk management

TRACK AND ADAPT
- Adapt and iterate approaches, tactics, messages
- Monitor approach and actions, track contributions to change
- Re-initiate process

Adapted from ProCap's '*Advocacy for Protection Outcomes*' workshop materials, 2021.

Gender analysis and feminist approaches to influencing

A feminist approach to advocacy puts gender analysis at the heart of the strategic design and frames protection issues in terms of women's rights and the international legal framework securing these rights.

A gender analysis provides a dynamic understanding of the community's current level of protection. It is not only about including women and girls: it is about accounting for the specific needs and experiences of women and men, girls, and boys.

Gender analysis examines how people's intersecting identities (class, gender, race, etc.) affect the ways in which they have power and privilege and the ways in which they face particular risks and forms of exclusion.

Gender analysis ensures that the differentiated experiences, capacities, and risks faced by women, men, girls, and boys are understood and can consequently be acted upon. A strong gender analysis can be developed as part of the Protection Analytical Framework and other existing analytical tools or can be created as a stand-alone analysis[4].

The protection analysis process and outputs should directly shape the advocacy strategy itself. Through the process of protection analysis and defining recommendations, you will begin to have:

➤ A clear idea of protection risks, consequences, and related factors affecting people and communities.
➤ An indication of potential targets based on an understanding of identified protection risks and which stakeholders have the ability to affect a related and desired change.
➤ An evidence base to inform recommendations and messages that can be framed according to the interests and values of particular targets.
➤ Initial ideas about potential approaches and tactics to take those messages forward in ways that will have traction with advocacy targets.

Each of these particular dimensions needs to be further developed and unpacked together with your partners and allies as part of the collective strategy development process.

Protection actors should use the analysis to work with other protection actors and allies (including from other sectors) to jointly identify 'pathways and milestones to address specific risk factors and achieve the desired outcome of reduced risk'[5].

By having a strong, shared analytical foundation you are well positioned to move forward.
That is to say, the analysis forms the basis of what lies ahead: forming messages, narratives, and advocacy actions that seek to address the identified protection risk and objective of your advocacy efforts[6].

Protection Analytical Framework resources for advocacy

The **Protection Analytical Framework (PAF)** guides robust, context-specific protection analysis.

It supports analytical conclusions to inform the development of strategies for reducing protection risk. It can be used both at the outset of a crisis and during a crisis to ensure continuous analysis and necessary adaptation of interventions.

Specific resources that are part of the PAF can also be helpful during the protection advocacy strategy process, as outlined below.

Annex 2: The PAF analysis process explained

*This **annex** provides guidance on the analytical questions supporting a structured process of protection analysis. Both the guiding questions and the process can be helpful in identifying the protection advocacy problem and possible knowledge gaps to better elaborate the related advocacy strategy.*

PAF analysis tools: The Concept Matrix

*This **tool** provides an illustrative matrix of key protection problems and relates them to: a) typology of violations; b) international humanitarian law considerations; and c) human rights.*

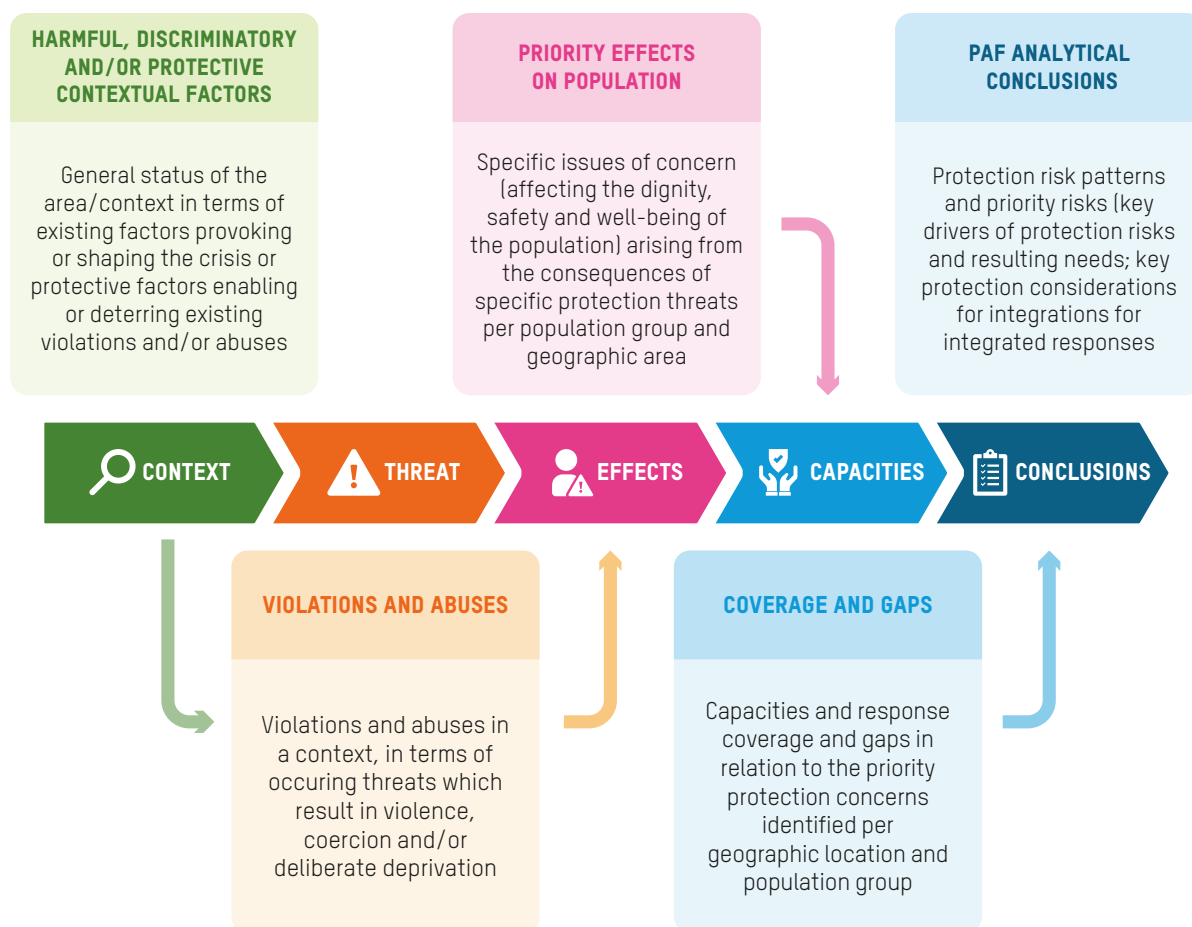# Setting protection advocacy goals and objectives

The next step is to start developing the advocacy strategy itself. Drawing on completed protection analyses, gender analyses, and other robust evidence, you can work with allies and partners to **define the specific protection risk to be addressed through advocacy and your ultimate objective.**

The protection analysis should allow for a comprehensive understanding of root causes, the prioritised protection risks identified, the groups most affected and their geographical areas, and key identified violations of relevant international law[7] and other protection threats.
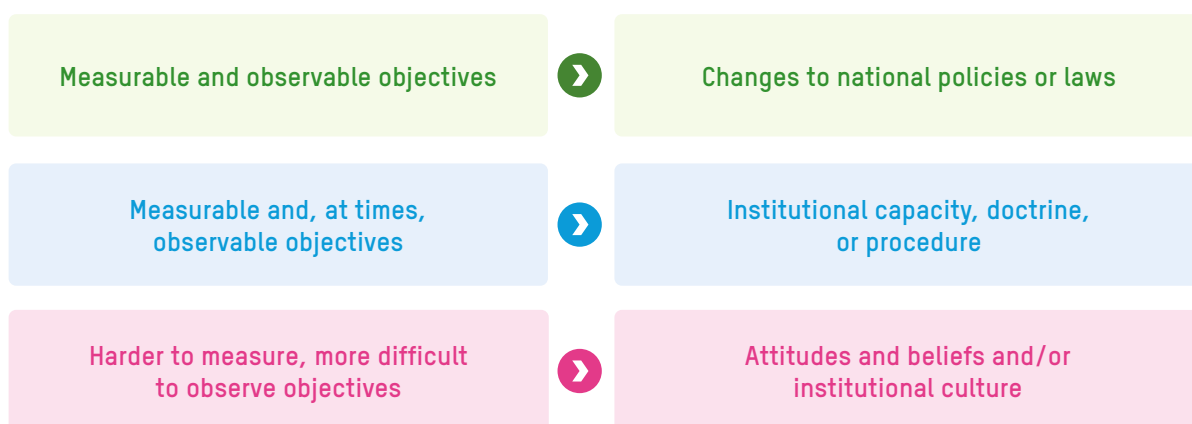

You can use the protection analysis to determine priority protection risks and establish strategies to respond, including advocacy. Each output of the analytical process (following the PAF as presented in Figure 1.2), potentially provides elements for both the evidence and story needed to **set the advocacy goal and objective(s).**

Figure 1.2: **PAF SEQUENCE OF ANALYTICAL CONCLUSIONS**

HARMFUL, DISCRIMINATORY AND/OR PROTECTIVE CONTEXTUAL FACTORS

General status of the area/context in terms of existing factors provoking or shaping the crisis or protective factors enabling or deterring existing violations and/or abuses

PRIORITY EFFECTS ON POPULATION

Specific issues of concern (affecting the dignity, safety and well-being of the population) arising from the consequences of specific protection threats per population group and geographic area

PAF ANALYTICAL CONCLUSIONS

Protection risk patterns and priority risks (key drivers of protection risks and resulting needs; key protection considerations for integrations for integrated responses

🔍 **CONTEXT** → ⚠️ **THREAT** → **EFFECTS** → **CAPACITIES** → 📋 **CONCLUSIONS**

VIOLATIONS AND ABUSES

Violations and abuses in a context, in terms of occuring threats which result in violence, coercion and/or deliberate deprivation

COVERAGE AND GAPS

Capacities and response coverage and gaps in relation to the priority protection concerns identified per geographic location and population group

Identifying your protection advocacy goals and objectives may be grounded in the highest identified priorities (i.e. priority protection risk(s)), the greatest degree of feasibility (within your capacity and timeframe), and the specific strengths of your organisation or coalition. These may reflect[8]:

| Measurable and observable objectives | ❯ | Changes to national policies or laws |

| Measurable and, at times, observable objectives | ❯ | Institutional capacity, doctrine, or procedure |

| Harder to measure, more difficult to observe objectives | ❯ | Attitudes and beliefs and/or institutional culture |

Please see the following table for some ways to set advocacy goals and objectives against the protection risks to be addressed through advocacy.

Examples of Protection Risks	Example of Related Advocacy Goal and Objectives
EVICTION AND/OR DESTRUCTION OF PERSONAL PROPERTY *New, drought-related forced evictions of populations in Somalia are creating secondary displacement and are disproportionately impacting elderly people, women, and children.*	**GOAL** To stop any further forced evictions in a given urban area and strengthen access to assistance and rights for affected communities. **OBJECTIVES** ➤ To have the mayor issue an immediate moratorium on any further evictions. ➤ To advance a policy change that strengthens the rights of renters and informal settlers. ➤ To ensure humanitarian organisations include affected elderly people, women, and children in humanitarian assistance. ➤ To monitor and document eviction-related cases to support the evidence base for advocacy going forward.
UNLAWFUL IMPEDIMENTS OR RESTRICTIONS TO FREEDOM OF MOVEMENT, AND FORCED DISPLACEMENT *The closure process of a camp for internally displaced persons (IDPs) led by national authorities does not recognise the rights of displaced communities or support durable solutions.*	**GOAL** To ensure any camp closure process is grounded in the rights of affected communities **OBJECTIVES** ➤ To obtain commitments from the authorities to conduct meaningful consultations with affected communities to support informed decision-making. ➤ To advance changes to the national plan for camp closures so that it includes key aspects of the Guiding Principles. ➤ Sensitise/raise awareness within local and national authorities regarding how rights-based approaches can support durable solutions and economic recovery.
GENDER-BASED VIOLENCE (GBV) AND DENIAL OF RESOURCES, OPPORTUNITIES, OR SERVICES *Female protection staff are not able to independently deliver GBV services given the requirement that they be accompanied by male 'guardians', limiting access to protection for women and girls.*	**GOAL** To strengthen commitment of central authorities to ensure district-level compliance with policies allowing full and unencumbered participation of female staff. **OBJECTIVES** ➤ To advance policy change with respect to the restrictions imposed to ensure safe and unimpeded access to assistance and protection for survivors. ➤ To develop understanding and support with district-level officials regarding the importance of ensuring female staff involvement when performing activities. ➤ Sensitise and mobilise unions and professional syndicates in favour of free movement of female workers, including humanitarian staff.

Setting a protection advocacy goal and related objectives

The **protection advocacy goal and related objectives** are set taking into account the response analysis of existing mechanisms and/or community strategies, desired protection outcomes, relevant legal frameworks, risks, and so on.

The goals and objectives will depend on the kind of change that is necessary, whether it is related to policy (formulation, approval, implementation and/or monitoring), practices, or norms, attitudes, and behaviour. You also need to determine at what level(s) the change needs to take place (individual, household, community, sub-national, national, or global[9]).

The **overall aim, or 'goal', of the advocacy strategy** should be succinct, compelling, and inspiring. The intended results of our influence should be focused on improvements in people's lives or in their environment.

The goal should provide an overall headline statement of the proposed change sought by the influencing and campaign strategy.

Do keep in mind that having an overall advocacy strategy – for example, a multi-year strategy covering all protection risks – is often not as useful as shorter, more specific advocacy strategies and plans that enable advocacy allies to focus their efforts and multiply actions around a shared goal over a defined period.

Such an advocacy strategy may focus on only one key 'risk' or concern and may have a shorter timeframe. For example, an advocacy strategy may focus on influencing authorities to release IDPs detained in camps in a certain province in northern Ethiopia in the course of one year, or a strategy may focus on increasing the awareness and shifting behaviours of state and non-state actors regarding the civilian nature of IDP camps in the eastern provinces of the Democratic Republic of Congo.

A strategy should be limited to two or three specific objectives.

It is very important that objectives are:			
CLEAR	**TRACKABLE**	**PLAUSIBLE**	**TIME-BOUND**
Well defined, not vague, and an aid to focus our influencing.	Possible to identify whether they have been achieved or not.	Based on a well-founded theory of change[10] and will help to achieve the desired outcomes and impact, given limited resources and time.	Working to a specific timeframe which can be adjusted as the strategy is implemented.

Examples of protection advocacy objectives

➤ For a government's new IDP camp closure policy to reflect the priorities and rights of affected populations.

➤ For a government to pass draft legislation that promotes the protection and assistance of IDPs, in line with the Kampala Convention, before the next election.

➤ For a donor to provide 15% more direct funding to more national protection actors in 2023.

➤ For the Humanitarian Country Team's new protection strategy to include goals, targets, and dedicated resources for the reduction of conflict-related sexual violence.

➤ The government establishes a mechanism to register early/child marriages so that evidence-based data to identify early child marriages among IDPs can be collected.

➤ At least ten states adopt and implement laws and policies that promote the protection and assistance of internally displaced persons, in line with the Kampala Convention.

➤ The Humanitarian Country Team (HCT) Protection Strategy integrates goals and targets that include an explicit focus on improved protection for women, ideally with a specific goal on the reduction of conflict-related sexual violence in the country.

STAKEHOLDER MAPPING, POWER ANALYSIS, AND THEORY OF CHANGE

With the advocacy protection 'problem' defined and the goal and objectives outlined, it is time to conduct a mapping exercise to determine the actors at all relevant levels who have stakes in the issue. Their interest in and influence on the issue should also be analysed.

Through these steps, the key targets of the advocacy campaign can be established. In addition, important insights into the influence and interests these targets have with regards to the advocacy problem can be deepened, while also feeding into the theory of how change can happen during the process of addressing a complex problem.

Advocacy efforts attempt to influence change, reduce harm, and make a difference on the issues and for the people affected by crises. However, processes of change are often complicated and unpredictable, so it can be difficult to decide exactly what to do and how to do it. Stakeholder mapping, power analysis and developing a theory of change (ToC) all help to ensure a strategic focus to the advocacy efforts.

The ToC in particular helps make connections between the planned activities and the objectives and goal that have been set. It is often a very fruitful activity to bring together a coalition or network of partners and allies for these exercises as foundational elements of the strategy development process. This can help all members gain a shared understanding of who you are trying to influence, who influences them, and 'how change happens' with respect to the protection objective.

Conducting a stakeholder mapping and power analysis

Stakeholder mapping is generally conducted by means of a visual process in which all the stakeholders linked to the particular 'problem' that an advocacy strategy is seeking to address are represented on a single 'map' or grid. This exercise aims to identify all the actors who can influence the problem, and also how they are connected. Stakeholder mapping is usually accompanied by a power analysis, which examines the different levels of interest or engagement and degrees of power held by these stakeholders in relation to the issue at hand.

To conduct a stakeholder mapping across relevant levels (i.e. local, national, and global) and the accompanying power analysis, the **first step** is to **list the stakeholders** that are related in some way to the protection 'problem'. For prompts on how to identify and analyse these stakeholders, please see .

Once a list is made, a certain amount of research will be required to elaborate upon the interests, roles, and mandates or missions of each actor in promoting the desired change. This is best done by the coalition of people and partners working on the advocacy initiative as each will bring different insights regarding the power and interests of the stakeholders involved. The profiles of the stakeholders should be reviewed periodically, as they may change their positions, more information may emerge through their engagement, and new stakeholders may come onto the scene while others may leave.

When considering the profiles of the stakeholders with regards to the protection risk or concern you are addressing, ask how each stakeholder might help to achieve the goal or objectives. What resources or information would they need in order to become engaged with the issue? What would motivate them to act? Why would they listen to your messages? When would they have the opportunity to use this information? As an example, the answers to these questions could be organised in a table like the one that follows.

Who and How?	What?	Why?	When?
Which organisations and individuals? How do they make decisions or exert influence?	*What is their goal and what is their level of engagement?*	*What motivates and interests them?*	*When are there key influencing or decision-making moments?*
➤ Do they have the power to make decisions or influence or mobilise those who do? ➤ Who do they influence and who influences them? ➤ How do they make decisions?	➤ Are they aware of the issue you're seeking to address? ➤ What is their interest or engagement? ➤ What is their level of knowledge on the issue/risk?	➤ Why are they engaged or not engaged? ➤ What motivates them? What are their actual/ potential interests in this issue? ➤ What do they care about and what values are important to them?	➤ What are the key moments for decision-making or engagement? ➤ Are there specific opportunities to engage with them?

The **second step** in this process is to conduct a **power analysis**. The positions of different stakeholders in the mapping will depend on their individual interest in and influence over the object of the advocacy.

Typically, using the information found on the stakeholders' interests and influence, a profile is created by means of a grid with two axes along which these can be plotted. One of the axes ranks the degree of influence or power, from low to high, while the second ranks the degree of interest or engagement, from low to high.

This mapping exercise allows for clarity on the levels of interest of all actors and illustrates the power dynamics involved. It also facilitates identification of the targets for advocacy efforts. These tend to be actors with high influence and high interest, but the exercise also offers an important opportunity to identify potential blockers or spoilers who may need to be convinced for any successful change to happen or who may become one of the key targets.

The grid also helps to identify potential allies and partners, including those who may not directly hold a high level of power or influence with respect to the advocacy problem but who may be well positioned to join the collective advocacy effort themselves or have the ability to influence other, more influential, allies or targets.

Finally, the exercise assists with efficient allocation of time, energy, and resources in terms of targeting and efforts[12].

Figure 2.1: **A POWER ANALYSIS GRID**[11]

INFLUENCE OR POWER

HIGH INFLUENCE
LOW INTEREST

HIGH INFLUENCE
HIGH INTEREST

LOW INFLUENCE
LOW INTEREST

LOW INFLUENCE
HIGH INTEREST

INTEREST

Any stakeholder mapping and power analysis exercise will result in disagreements and much discussion within a group. This is incredibly useful, however, as different allies and partners can bring different perspectives based on their understanding of the power and positions of different stakeholders.

The final analysis should reflect these nuanced perspectives. It is also important to conduct this exercise periodically, as the interests and power of stakeholders will change over time. A final tip is to make this undertaking as specific as possible. Rather than simply analysing the interests and influence of a government ministry as a homogeneous entity, for instance, it can often be more helpful to drill down and look at the positions of certain departments or individual decision-makers within the ministry, enhancing the ways in which you can target the efforts.

When analysing advocacy targets and actions, remember that advocacy is always context-based. While the actions themselves may be replicated from other campaigns, they must always be adapted to the specificities of the local context and the targets. This is a key step where the strength of an advocacy coalition is felt. If the coalition brings together a diversity of actors, including national actors, the stakeholder mapping and power analysis are more likely to be culturally sensitive, specific, and relevant. The complementarity of local and international advocacy actors in such an approach is demonstrated in research by the Humanitarian Policy Group at the Overseas Development Institute (ODI)[13].

Targets for protection advocacy

Each advocacy strategy will be unique and tailor-made, but some common targets for protection advocacy are summarised in this section, including in the diagrams below. Many of those targeted may be local actors – from local-level authorities to members of armed groups to religious leaders in a community. Others may be global, from UN Member States to donors to leaders within the global humanitarian system itself. Importantly, the role that conflict-affected people, their communities, and civil society representatives, play with respect to protection advocacy must be recognised and placed front and centre in any effort to map stakeholders and understand relevant entry points and chains of influence. They hold particular insights as well as critical influencing channels and relationships with a range of local stakeholders, including parties to the conflict.

Links to a range of resources with more guidance on engaging with donors, Humanitarian Country Teams (HCTs), and global human rights mechanisms are included in the reference section.

Engagement with the **authorities**, whether at local or national level, is a critical element of most protection advocacy efforts. This reflects the reality that states bear the primary responsibility under international law to protect civilians from the effects of armed conflict. Alongside international legal obligations, there are also important national-level commitments and responsibilities as well as political, economic, and moral imperatives for authorities to protect their own citizens. *Conducting an analysis of the relevant domestic and international legal frameworks can inform strategies for engaging with these targets, based on a clear understanding of their legal obligations and commitments.* The targeting of relevant authorities may include elected representatives at different levels, or certain ministries, departments, and civil servants, depending on the issue and how decisions are made and implemented.

At a very local level, police officers or civil service employees may be both representatives of the state authorities and also members of the community. Local and community protection groups and committees may have community and family relationships to individuals who can indirectly exercise influence or have connections to advocacy targets themselves. Beyond careful consideration in terms of which institutions and individuals are best to engage with to effect change on a particular advocacy objective,

clear principles and risk management plans must also be developed, with engagement with authorities (including de facto authorities), especially in contested contexts[14].

Advocacy with **armed groups** is another often critical element of protection advocacy strategies, particularly those that are being implemented in contexts of active conflict. Similar to national authorities, armed groups often represent a key target due to their direct control over or ability to influence important behaviours, policies, and practices that impact the protection of communities and individuals.

There is a range of organisations specialised in engagement and negotiation with armed groups, and they can offer helpful insights and opportunities for collaboration. The ODI recently reviewed the International Committee of the Red Cross (ICRC) research and approach with armed groups as part of the latter's efforts to promote adherence to international humanitarian law (IHL) and noted the importance of complementing the law with a wider set of arguments based on social norms and values[15]. Its findings also underlined the importance of considering how armed groups, both state and non-state, are organised and structured to then understand how best to influence them. Geneva Call also has a range of resources that can help guide approaches to engagement with armed groups on protection considerations[16].

In some contexts, some non-state armed actors may be 'designated terrorist organisations', in which case a thorough risk assessment should be undertaken to identify the risks of engagement (even indirect engagement) and the means to manage those risks, and to assess what influencing routes may be feasible[17].

Advocacy with **UN Member States** is another critical element of many protection advocacy strategies. It can complement advocacy with donors, serving to increase informed and meaningful dialogue within key governments on emerging protection challenges, stimulate open discussions and support influencing efforts. Likewise, advocacy with Member States is an important complement to advocacy with national and local authorities, given the particular relationships and influence that other governments may have with authorities at various levels. Within the United Nations, engagement with permanent and non-permanent members of the UN Security Council (UNSC) may be particularly relevant when trying to influence UNSC Resolutions, peacekeeping mandates or sanctions regimes, for instance.

Key targets include Member States at the capital level (where foreign policy decisions are usually made) and via permanent missions in New York and Geneva, permanent and non-permanent members of the Security Council, penholders, and chairs and members of expert groups. Research by ODI has delved deeper into what advocacy approaches can be effective with third-party Member States on protection issues[18].

Engagement with **donors** is a crucial element of advocacy for most protection actors. Whether donors are advocacy targets or advocacy partners, they often have the ability to be the deciding voice on particular policies and practices or exert a degree of influence over duty bearers or other relevant decision-makers. Regularly sharing information with donors – often done in closed, private briefings – about protection risks, programming needs, and funding gaps is very important at both local and global levels.

While some international organisations may be able to influence states via representation in the donors' capitals, most protection actors rely on proximity to embassies and missions in the field or representation of donors in HCTs for direct communication.

By understanding how decisions are made within donor agencies, including with respect to budgets and programmatic priorities, advocacy actors can tailor their efforts accordingly to help ensure that a protection response reflects the risks experienced by communities and their priorities. They can also prepare contingency plans should funding pipelines close or political support for the protection issue be lost, among other potential challenges.

Human rights-focused mechanisms and organisations can provide critical partnerships and pathways to advance protection advocacy actions and support humanitarian leadership in a country. Independent human rights experts, including the special procedures mandates created by the Human Rights Council (HRC), play an important role in addressing protection issues and can be either a target or an ally of protection advocacy, as well as serving as a valuable channel to raise awareness on the human rights of people affected by humanitarian crises, especially the most vulnerable groups. Protection actors should work strategically with human rights actors to advance protection advocacy through different private and public channels at local, national, and global levels, reflecting the different degrees of risk tolerance, operational presence, and advocacy networks of each stakeholder.

Engaging confidentially with special procedures mandate holders or publicly addressing the Human Rights Council during one of its regular sessions (held three times a year), or a special session on urgent human rights concerns, can provide instrumental advocacy opportunities. They enable advocates and their allies to raise protection issues directly with duty bearers and third party member states and can also support enhanced monitoring, reporting and accountability on protection and human rights concerns. The Universal Periodic Review (UPR) can be an opportunity to raise protection issues on a visible public platform, while also providing channels for confidential advocacy directly with states on sensitive issues.

In addition, human rights mechanisms can serve as strategic avenues to advocate with and support states in the development and implementation of their laws and policies on human rights, including in relation to the protection of internally displaced persons through, for instance, the incorporation of the Guiding Principles on Internal Displacement (or the domestication of the African Union Kampala Convention, as relevant) into national legislation.

The **Inter-Agency Standing Committee (IASC)** sets policies and priorities for humanitarian responses, mobilising resources and leading collective advocacy that aims to increase the effectiveness of humanitarian efforts. It takes advantage of the wide range of IASC membership, which brings together non-governmental organisations (NGOs) and UN agencies and engages with all relevant stakeholders within and beyond the IASC.

Its advocacy efforts are aimed at strengthening the protection of civilians and ensuring that principled humanitarian aid reaches affected populations and responds to their needs.

Key targets include the Emergency Relief Coordinator (ERC), the Deputies Group, the Emergency Directors Group (EDG), and the Operational Policy and Advocacy Group (OPAG). At the country level, the HCT, which is a strategic and operational decision-making and oversight forum established and led by the Humanitarian Coordinator (HC), can be either the target or a strategic partner of protection advocacy efforts.

The UN humanitarian leadership at country level will be expected to play a decisive role in delivering the broad commitments set out in the Call to Action for Human Rights[19], the Agenda for Protection[20] and the IASC Protection Policy[21].

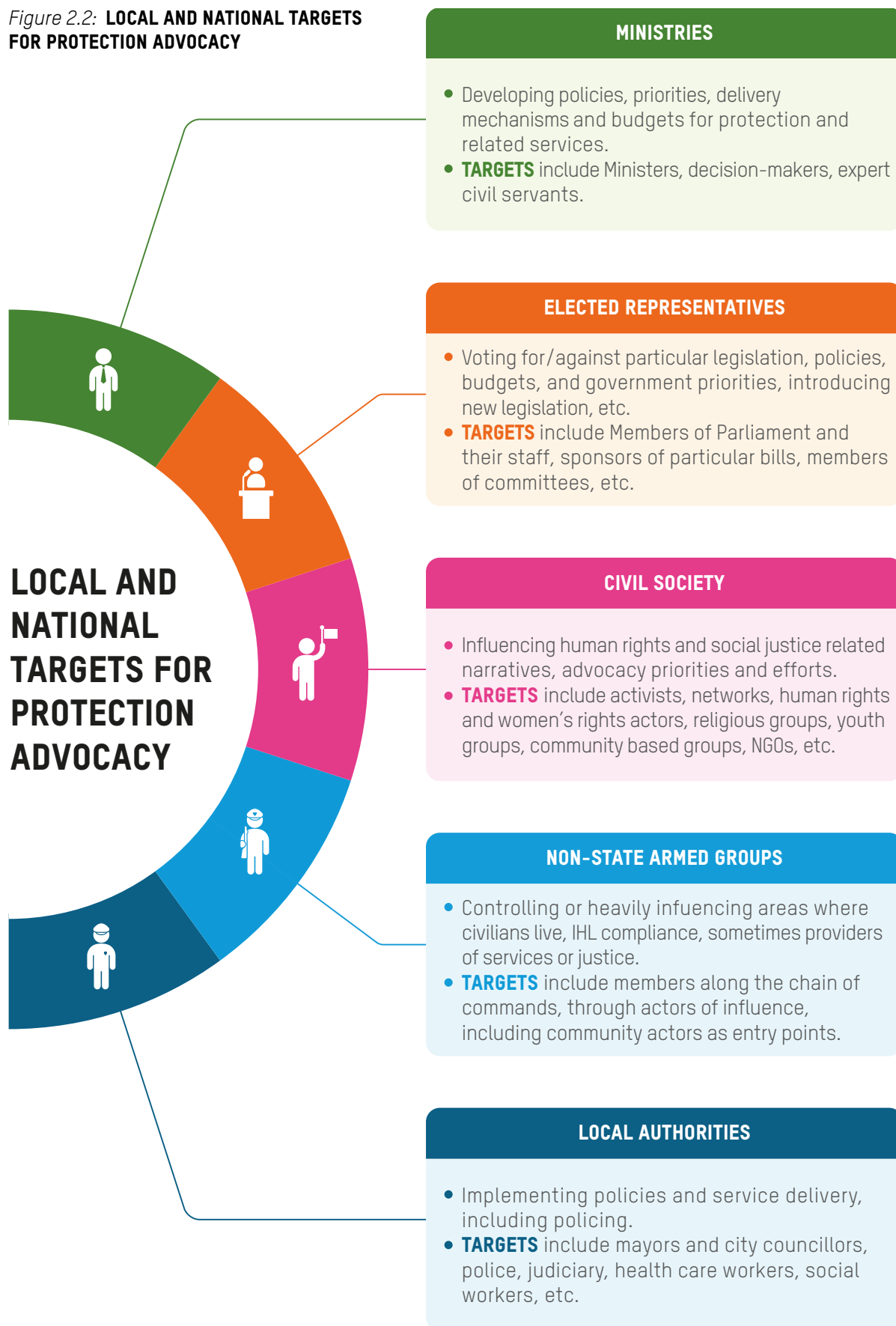*Figure 2.2:* **LOCAL AND NATIONAL TARGETS FOR PROTECTION ADVOCACY**

LOCAL AND NATIONAL TARGETS FOR PROTECTION ADVOCACY

MINISTRIES

- Developing policies, priorities, delivery mechanisms and budgets for protection and related services.
- **TARGETS** include Ministers, decision-makers, expert civil servants.

ELECTED REPRESENTATIVES

- Voting for/against particular legislation, policies, budgets, and government priorities, introducing new legislation, etc.
- **TARGETS** include Members of Parliament and their staff, sponsors of particular bills, members of committees, etc.

CIVIL SOCIETY

- Influencing human rights and social justice related narratives, advocacy priorities and efforts.
- **TARGETS** include activists, networks, human rights and women's rights actors, religious groups, youth groups, community based groups, NGOs, etc.

NON-STATE ARMED GROUPS

- Controlling or heavily infuencing areas where civilians live, IHL compliance, sometimes providers of services or justice.
- **TARGETS** include members along the chain of commands, through actors of influence, including community actors as entry points.

LOCAL AUTHORITIES

- Implementing policies and service delivery, including policing.
- **TARGETS** include mayors and city councillors, police, judiciary, health care workers, social workers, etc.

Figure 2.3: **REGIONAL AND GLOBAL TARGETS FOR PROTECTION ADVOCACY**

REGIONAL AND GLOBAL TARGETS FOR PROTECTION ADVOCACY

UNSC & MEMBER STATES

- Deciding on SC Resolutions, ICC referrals, Sanctions Regimes, Peacekeeping Mandates, etc.
- **KEY TARGETS** include member state permanent missions in NY, permanent and rotating Security Council Members, Penholders, Chairs, Expert Groups, etc.

IASC

- Setting policies and priorities for humanitarian response, mobilizing resources.
- **KEY TARGETS** include the ERC, Deputies Group, Emergency Directors Group, and the Operational Policy and Advocacy Group.

HUMAN RIGHTS MECHANISMS

- Monitoring and reporting on human rights include Special Procedures Mandate Holders, UPR and HRC sessions.
- **KEY OPPORTUNITIES** include HRC sessions and resolutions, mandate holders' country visits and reporting, UPR reports, etc.

DONORS

- Setting and implementing funding priorities for development and humanitarian assistance.
- **KEY TARGETS** include country-level and global capital-level donor representatives and donor funds.

REGIONAL BODIES

- Aimed at supporting economic integration and development, peace and security, human rights, etc.
- **KEY TARGETS** include African Union, ASEAN, LAS, OAS, PIF, etc.

Working with media actors

The **media** are important actors to consider as part of any stakeholder mapping and strategy development process, serving as a potential ally or as a target.

The media's capacity for influence consists primarily in advancing particular public narratives, or in pressuring decision-makers through public mobilisation and by holding them accountable, including through investigative journalism.

Building a relationship of trust with key journalists as part of (as well as beyond) a given advocacy strategy can help to ensure a broader understanding by media partners of humanitarian and protection issues, a mutual understanding of ways of working and a better sense by protection advocates of how and when to effectively use the media to support advocacy aims.

A stakeholder mapping that includes diverse media actors can include an analysis of their different editorial lines and positioning on protection issues, to help identify which media actors may be allies and which could be targets of advocacy efforts.

While journalists and media outlets can be important allies who abide by a professional code of ethics, that is not always the case, and advocates must properly assess risks and ensure a calibrated approach to media engagement based on the 'do no harm' principle, given the often-sensitive nature of the information and issues involved.

While considering risks associated with media engagement, there are a number of ways protection actors can engage, even in highly sensitive contexts, including:

➤ Agreeing on an 'off the record' briefing with a trusted journalist to provide them with more context and analysis regarding a key protection risk and its impact on people. This can be especially helpful when journalists do not have access to a particular area and protection actors do or when you are trying to advance a particular narrative and understanding of an issue.
➤ Providing an anonymous quote to a journalist regarding a situation of concern, based on a clear agreement with how the source for this quote will be referenced. This could be framed along the lines of "A humanitarian worker stated that IDPs are unable to move freely and access local markets and basic services, which is resulting in increasing food insecurity and preventable disease", being careful to avoid any potentially identifying descriptors.
➤ Identifying allies in the country, in the region, or globally who have a public profile (which may include former government representatives, academics and policy thinkers) and supporting them to author an op-ed in a media outlet, reflecting joint key messages and recommendations.
➤ Facilitating media visits to project sites or hard-to-reach areas so they can directly learn more about a situation and hear from affected people.

Finally, think outside of the box. While the traditional target audience for advocacy efforts may be more difficult to reach, influence may be achieved through innovative approaches and by working with and through different actors. Using intermediaries or third parties, including third-party states, may create new opportunities for influencing a given target and also help mitigate risks.

Likewise, reaching out to non-traditional actors, such as religious leaders, artists and social media influencers, or private sector stakeholders, may allow for synergies and different 'entry points' for influencing in support of protection outcomes.

The importance of developing a 'theory of change'

A theory of change (ToC) is a roadmap that broadly illustrates the pathway to a change which actors wish to pursue. Most project proposals, government policies, and advocacy strategies contain theories of change.

This important tool allows for detailed planning of actions and provides a clear basis for informing counterparts of activities and for the monitoring and evaluation (M&E) of advocacy activities. The exercise of developing a ToC together with members of the advocacy coalition will also contribute to the creation of joint initiatives and shared ownership.

There are many formats which are routinely used to illustrate theories of change. Templates range from simple linear results chains to outcomes hierarchy, triple row or columns formats and freestyle diagrams. Regardless of the format, the most important aspects of any ToC are a clear overall message and a coherent story.

Consulting internally and externally on the best way to represent the ToC can be helpful, as well as considering different versions for different audiences.

The theory of change: a step-by-step approach

OPTION 1

A narrative theory of change involves reflecting on and writing out the answers to the following questions:

1. What is the overall change desired?

2. What are the contextual pre-conditions?

3. What is your contribution to produce impact?

4. What are potential unintended results?

5. What does progress look like?

6. How are results sustained?

OPTION 2

➤ In this version of the exercise, write out the objectives on the right-hand side of a sheet of paper and a list of potential actors on the left-hand side.

➤ Across from each objective, drawing an arrow, indicate who on the left-hand side needs to do what for the objective to be achieved.

➤ Cross out actions which are not realistic or practical. One by one, write out how to influence those listed on the left-hand side, drawing an arrow between the influential action and the name.

➤ Continue the process until a map has emerged with different pathways.

➤ Then you can decide upon the best actions to take based

A good ToC draws on evidence, such as a protection analysis, research, evaluations, existing documentation supporting the advocacy intervention, and relevant policies and programmes. Identifying the key stakeholders to be engaged in the drafting of the ToC is essential, as well as defining when best to involve them (e.g. co-design of the ToC, consultation after the first draft, working groups). The inclusion of affected persons, marginalised groups, indigenous populations, women-led and youth-led organisations, and local and national NGOs can help to formulate a ToC with protection lenses or perspectives that are inclusive, relevant and impactful.

The usefulness of a ToC can be enhanced by creating a logical framework (logframe). While the ToC gives the big picture at the strategic level, the ToC logframe provides a programmatic understanding of the advocacy process. Specific pathways of the ToC may be elaborated with a ToC logframe, which should detail objectives, goals, impacts, outcomes, outputs, and activities. A ToC by itself takes into consideration the full complex picture of root causes, such as social, economic, political, and institutional processes, which may be factors in the required change. The ToC may illustrate the actions that must be achieved by other stakeholders. Traditional ToCs also include justifications for each step and ultimately show the why and how of the process with a clear rationale. Once adapted into a logframe, however, only components related to the specific steps planned for the advocacy actors are included. Interventions are presented in logical and sequential formats, where 'A leads to B'. Tables and Excel files are most commonly used for logframes. Both ToCs and ToC logframes are able to showcase at a glance the change process and work around specific timelines[22].

Identifying relevant national, regional, and global moments for advocacy will help to set key milestones during the creation of a ToC and ToC logframe. The planned advocacy activities will be shaped based on an understanding of where and when key stakeholders have been engaged in the past and where they may be engaged again in the future. To come to this understanding, ask: Where and when have key decisions been achieved in the past? What are the upcoming important events? What are the relevant international dates? What are the relevant regional meetings? What are the best opportunities to leverage the issue or to raise awareness?

PROTECTION ADVOCACY APPROACHES AND TACTICS

Now the protection advocacy 'problem' has been identified and the desired results, or objectives, have been defined. A stakeholder mapping exercise coupled with a power analysis has identified the key advocacy targets and the theory of change outlines the events and decisions required by the advocacy targets to achieve the desired results. The moment has come to act.

Each step in the process, starting with the protection analysis and development of the advocacy strategy, is best conducted with the input of a diverse group of experts and organisations. If an advocacy coalition has not already been formed, now is the time to reach out to potential partners for the advocacy campaign. A collaborative approach is strongly recommended, as it enhances the legitimacy of advocacy actions and enhances the tools used for the endeavour. This module explores the why and how of the collaborative approach to advocacy.

In addition to adopting a collaborative approach and ensuring that the collective can collaborate successfully, the advocacy coalition must agree upon the manner in which it addresses decision-makers and the types of advocacy opportunities that it will act upon – that is to say, the advocacy approach and tactics.

The benefits of working in collaboration

Where protection risks arise, there are likely to be other actors who are also motivated to find solutions. This presents an important opportunity to form an advocacy coalition, and a collaboration between partners can enhance the legitimacy and effectiveness of advocacy actions. A collection of partners who can contribute a range of evidence, analysis, outreach capacity, and access to decision-makers is ideal.

Research illustrates a frequent failure by protection actors to coordinate[23] their objectives and approach. A lack of collaboration can be attributed to competition for funding or to agencies that compartmentalise priorities based on their own mandates. This results in missed opportunities for collective action to improve the protection of the people of concern.

Figure 3.1: **WHO DO WE PARTNER WITH?**

National NGOs	International NGOs	Grassroot Organizations	Social Movements	Women's Rights Organizations
Communities	Think Tanks	Universities	Government	Businesses
Media	Marketing Agencies	Filmmakers/ Photographers	Artists	UN Agencies
Religious Leaders	Political Parties	Donors	Influencers	Who Else?

Adapted from *Influencing for Impact Guide,* Oxfam

It is important to understand and to match the interests of each partner in the advocacy movement. Commitment is needed over the long term, and this can only be secured when partners feel that their best interests can be met through collaboration, that they will be treated as equals, and that they will benefit if the initiative proves to be successful. Some partners in the coalition may face obstacles to engaging equally, such as language barriers, long distances, or financial resources. Partners should commit to identifying any barriers at the start and to dismantling them.

It is also recommended to think strategically when putting partners forward. Some partners may be better placed to deliver certain messages than others. Not all partners have to take centre stage at the same time. Research also recommends collaborative advocacy between humanitarian and human rights actors[24].

The United Nations cluster system, including the Global Protection Cluster, provides a platform to utilise existing synergies and to build momentum for better collaboration. One of the six core functions of a cluster at the country level is to support robust advocacy by 1) identifying concerns and contributing key information and messages to Humanitarian Coordinator (HC) and Humanitarian Country Team (HCT) messaging and action, and 2) undertaking advocacy on behalf of the cluster, cluster members, and affected people[25].

Figure 3.2: **HUMANITARIAN AND EMERGENCY RELIEF COORDINATOR**
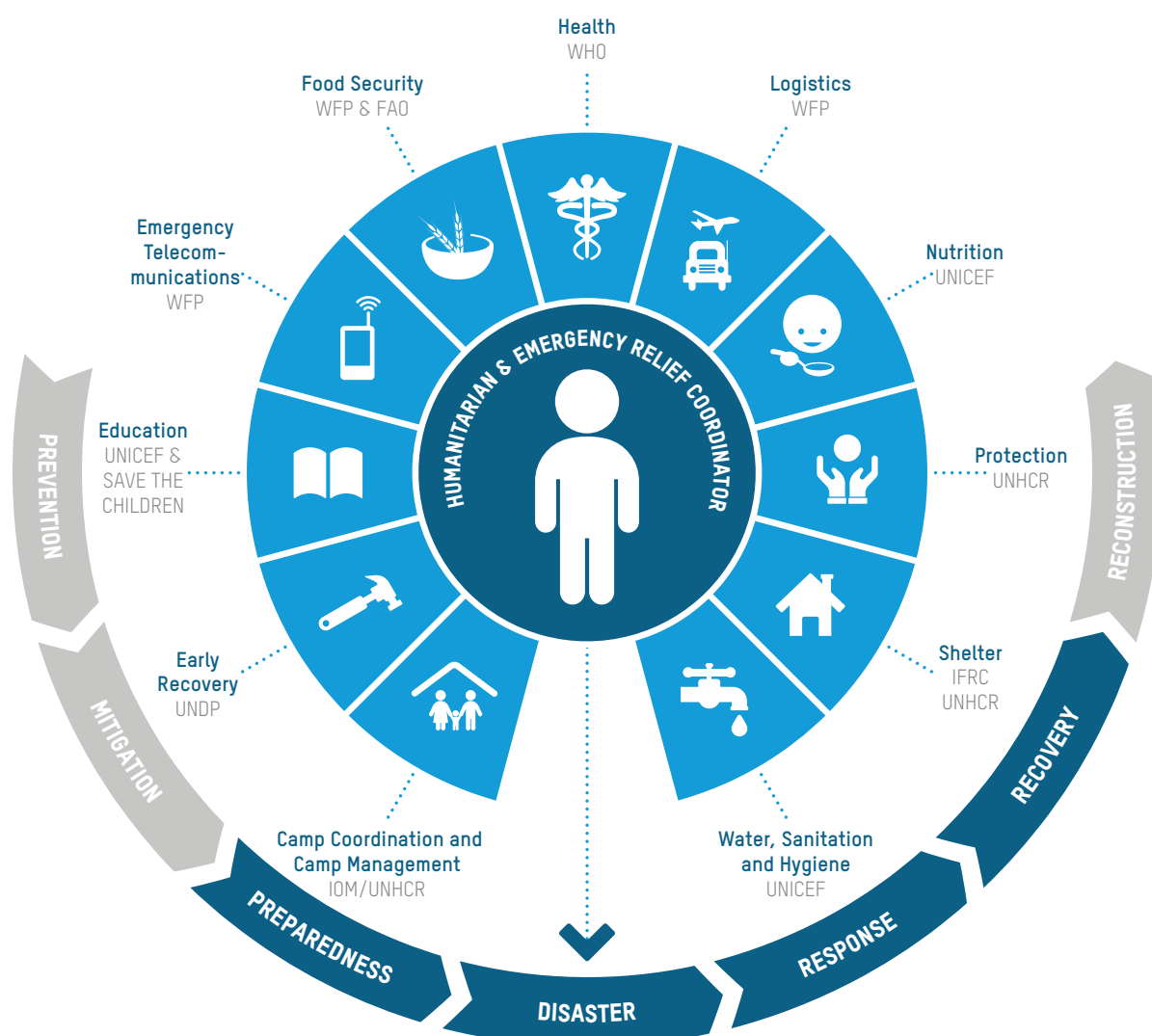
Adapted from *IASC Reference Module for Cluster Coordination*.

Clusters can create action plans to build system-wide capacities for advocacy partnerships between humanitarians and human rights actors.

As protection advocacy may pose different risks for different actors, it is important that all partners analyse the risks together, agree on mitigation plans and determine the best modes of participation. Remember that women's rights organisations (WROs) can be powerful allies, contributing gender analyses that provide a dynamic understanding of a community's level of protection.

In addition to full-fledged partnerships, consider what champions might exist among stakeholders. Champions are individuals and groups who hold power and influence, can help build legitimacy for the cause and provide powerful endorsement. Champions usually have personal stories or views about the issue at hand and are willing to speak publicly. Their personas can open doors to decision-makers.

The importance of working with communities

A principle which should accompany protection advocacy every step of the way is to engage and empower the rights-holding community in the process. Let members of the community speak for themselves as far as it is possible, appropriate, and safe for them to do so. This will ensure representation and relevance of the advocacy strategy to the people most affected by the issue.

Working with the community is also essential to the long-term realisation of the advocacy objectives. While advocacy without the participation of rights holders can achieve desired policy and legislative changes, it is only through the participation of the community that effective and meaningful implementation of laws and policies can be assured in the long term.

Talk with members of the community, encourage them to provide input into the strategy and its approach and tactics, and make informed decisions about the forms of participation with which they are comfortable.

Advocacy approaches

While advocacy campaigns typically feature a few events designed to attract the attention of the public and of the media, the majority of advocacy actions are conducted privately.

This may apply to both coalition members and other advocacy allies. Due to risks, limited resources or other factors, the majority may prefer to remain anonymous. A select few with higher profiles and greater ability to absorb risk may serve as the public face for the advocacy movement.

There are three types of approach commonly employed to bring decision-makers onboard with the measures required to ensure protection: persuasion, mobilisation, and denunciation.

The three methods are part of the Protection Egg framework[26], which supports the design of integrated strategies that include actions aimed at stopping or alleviating the immediate effects of threats, restoring adequate living conditions after the threat has receded, or creating an environment where rights are respected and conditions are conducive for the problem-related protection risk(s) to resolve.

The choice of which approach to use will depend on:

➤ The willingness and capacity of decision-makers to act.
➤ The capacity of persons of concern to act themselves.
➤ The coalition's capacity for action and the expected duration of action.
➤ Lessons drawn from prior actions.
➤ Assessed risk.

Figure 3.3: **PERSUASION, MOBILISATION AND DENUNCIATION**

PERSUASION	MOBILIZATION	DENUNCIATION
➤ Convincing decision makers of the need for change and of their own need to act to make that change. ➤ Persuasion uses the force of argument rather than the argument of force.	➤ Mobilization is the art of building, informing and energizing an appropriate network of powerful decision makers to take particular forms of action to protect civilians. ➤ Mobilization can be bottom-up, top-down or both simultaneously.	➤ The logic of denunciation is to shame decision makers into taking particular actions through public exposure, private conscience or obvious interest. ➤ Denunication does not need to be loud and public. It can also be private, quiet and carefully targeted.

Adapted from *Protection: An ALNAP Guide for Humanitarian Agencies,* ALNAP

➤ **To persuade**: the argument must be put forward in a reasonable, rational, and convincing tone and must align with the decision-maker's moral point of view and self-interest. Tactics for persuasion include direct meetings, targeted reports, letters, and formal delegations.

➤ **To mobilise:** a network of actors – either individuals or groups – is organised to convey a single message to the decision-maker. The impact is forceful due to the numbers of actors demanding that a certain action be taken. Tactics for mobilisation include marches, mass social media actions, letter-writing campaigns, and petitions.

➤ **To denounce:** this involves making a strong statement against an action or the absence of an action, condemning the judgement of the decision-maker. It may be an immediate reaction to an incident, or a more reflective, longer-term view. Denunciation can be public, but it can also happen in closed spaces. Tactics for denunciation include media statements, speeches at events, direct meetings, and letters.

Protection advocacy campaigns may involve a combination of persuasion, mobilisation, and denunciation. However, consider carefully whether public denunciation could prove to be counter-productive[27]. Authorities may simply entrench themselves in their existing positions in reaction to a perceived attack and prove unwilling to meet with advocates.

Figure 3.4 shows further variations with public and private modes of advocacy that use adversarial approaches, like denunciation, or ones focused more on positive approaches to persuasion. The vast majority of advocacy strategies ultimately often combine several such 'modes of action' at different times and with different stakeholders, reflecting the nature of the protection risk, stakeholder analysis, theory of change, and risk tolerance of relevant allies.

Figure 3.4: **MODES OF ADVOCACY**[28]

PUBLIC ADVERSARIAL A public report calling for changes to policy or practice	**PUBLIC POSITIVE** A public event with government, civil society and communities to identify solutions to shared concerns
PRIVATE ADVERSARIAL An off the record meeting with parliamentary committee to discuss a law regulating military practice	**PRIVATE POSITIVE** A series of off the record meetings with the military to develop a civilian casualties policy

From Center for Civilians in Conflict, *Protecting Together: Preventing, Mitigating, and Addressing Civilian Harm, Advocacy Guide*, 2022, Page 21.

In some contexts, there is less space for advocacy. However, it can still be possible to engage with the government and influence policy and practice. Carefully select the issues for advocacy, target the parts of government that may be more willing to engage on the specific issue, and be sure to work as part of the coalition to reduce risks and expand the network.

Advocacy tactics

Advocacy tactics are the specific actions pursued to achieve the objective[29].

➤ **Research and policy development**: e.g. developing and stating an organisational position on an issue and what should be done to address it; publishing research and policy papers.

➤ **Lobbying and direct advocacy:** e.g. building relations, organising and attending meetings, writing lobbying letters or engaging in other direct communication with decision-makers and influential people in government, business, and other institutions and organisations.

➤ **Convening and facilitating engagement and dialogue:** e.g. bringing together and engaging with different stakeholders and decision-makers through discussion spaces and platforms.

➤ **Supporting community-led advocacy and engagement on issues:** e.g. through critical awareness-raising activities, participatory and shared learning events.

➤ **Supporting crisis-affected women and men to become change makers and influencers themselves:** e.g. through leadership development programmes.

➤ **Communications and media:** e.g. engaging with and using local, national, and international media and communication outlets, social and digital media, and other communication channels.

➤ **Alliances and network building:** e.g. supporting, funding, convening, and participating in civil society and women's networks and social movements to achieve common goals.

➤ **Social norms and behaviour change:** e.g. supporting social learning or the use of influential messengers.

➤ **Providing support to civil society organisations (CSOs):** e.g. through providing core funding and technical advice and training.

It may be helpful to think of the different types of tactics in terms of spaces: invited spaces, claimed spaces, and closed spaces. What opportunities for advocacy already exist in these spaces? What opportunities can be created?

SPACES FOR ADVOCACY OPPORTUNITIES

INVITED SPACES	CLAIMED SPACES	CLOSED SPACES
➤ Events or fora organised or attended by decision makers. Being invited to such an event provides an important opportunity to speak to the need for policy change "from the inside" and form relationships.	➤ Events or fora organized without official endorsement. Provides a place for dialogue with allies and even influencers, but maintains a critical independence from decision-makers. ➤ Publications: policy papers, research reports, briefing notes. ➤ Media and communication outlets, social and digital media. ➤ Mobilisation and campaigning: rallies, email petitions, mass social media actions.	➤ Direct meetings with decision makers and influencers. ➤ Direct, non-publicised communications to decision makers. ➤ Utilising key relationships with influencers to convey information to decision makers on the issue.

Be strategic within the coalition about who does what. Some partners may be better placed than others to lead on certain tactics. For example, one organisation may excel in research and policy development, while another may have significant experience in facilitating events, a third may be ideally placed to hold direct meetings with decision-makers, and a fourth may be able to raise awareness in communities.

Targeting and framing messages

A core aspect of the advocacy strategy process rests on the development and framing of the messages, recommendations, and narratives that will be deployed across the range of tactics, channels, and actions identified.

Protection analyses, which are explored in Module 1, represent a key opportunity to begin shaping the overall narrative and specific messages that will be part of any advocacy initiative or strategy. Summary analyses, such as the Protection Analysis Updates[30] by the Global Protection Cluster, can help to set out the 'protection story', as well as focus in on relevant recommendations or 'calls to action' for different targets or decision-makers to address a protection problem.

Figure 3.5 illustrates considerations in formulating recommendations for actions that are focused and actionable. In general, the more specific such recommendations can be made – reflecting the sphere of influence or decision-making power of different targets and bringing clear proposals in terms of what specific actions are needed by these different targets, in what location, within what timeframe and so on – the more it helps to ensure that they can be (more easily) acted upon.

Such recommendations and messages may be integrated into advocacy products, such as a policy brief or an FAQ document, or into talking points used in lobby meetings, oral briefings, or other engagements. Of course, messages and recommendations are not enough, and their real value is in how they are taken forward and shared with different targets and via different channels through the approaches and tactics identified as part of the advocacy strategy.

Figure 3.5: **CONSIDERATIONS IN FORMULATING ADVOCACY RECOMMENDATIONS**

TARGETS
Who is the target of recommendation

ACTION
What type of action is required/needed

TIMELINE
Explicit timing of the needed action to contribute to reduced protection risks

LOCATION/GROUP
Refer to specific area/affected group(s) when possible

EXTERNAL & INTERNAL
Include internal recommendations, as relevant and complementary to external ones

RISKS
Identify the protection risk(s) that will be addressed through the recommended action

The way that we frame messages, recommendations, and the broader narrative is often just as important as the actual content in terms of inspiring advocacy targets to take the necessary actions. By framing communications and messaging in ways that link to the priorities and values of advocacy targets, we are more likely to be able to motivate those whom we are trying to influence and inspire to act.

This is a point well known by protection actors who engage in negotiations with armed actors, for instance. A significant amount of time and energy is devoted to finding the most effective ways to speak with members of state and non-state armed groups (linking to their underlying values and interests) about the need for humanitarian access or respect for international humanitarian law (IHL).

The importance of framing protection advocacy messages in both public and private spaces comes across strongly in the Advocating for Humanity research project (2019) conducted by the Overseas Development Institute (ODI)[31]. This research found evidence of significant success by protection advocates engaging with the US Department of Defense when they moved away from traditional legalistic terminology when in dialogue with officials and adopted instead the concept and language of 'civilian harm', which communicated more effectively the impacts that US military operations have on civilians[32].

The research also underlined how diplomats working with a number of different governments had noted the effectiveness of stories as part of protection messaging communicated by advocates, with these stories clearly illustrating the terrible human impact of IHL violations and helping to motivate needed actions.

Careful attention to the framing of messages and narratives is another area where a collaborative approach can be of significant benefit to the advocacy endeavour, given the different insights that diverse protection actors bring.

Local and national protection actors may have particular understanding of what messaging will gain traction with relevant authorities, whereas advocacy colleagues based in New York may be able to bring their expertise to the framing in order to gain traction with a particular member of the UN Security Council.

An ally in a capital city may be able to support the effort with the most relevant and compelling framing for messages directed towards parliamentarians with whom they regularly engage. The messages that these different advocates advance should be grounded in the same analysis and core 'calls to action' but should be tailored to the different target audiences who can contribute to the desired change.

Considerations for speaking with decision-makers

Decision-makers are human too. Try to understand their goals and constraints. This does not mean that there is necessarily any agreement with their approach or actions, simply that effective advocacy is often grounded in an understanding of what a given target needs in order to be able to take a given decision and what will motivate them to do so.

Do not to assume that a decision-maker has all the information or details about the advocacy problem you are trying to address. Sharing stories and examples about how the problem is impacting people's lives can be an important element that they may not necessarily have access to via their regular information channels.

Do some background research to know what the decision-maker has already said or done on the issue, even reviewing what language and terms they use. This can help to ensure that messages are accurately calibrated, including recognising smaller positive actions that may have been taken and which can be built upon. It can also be helpful to directly mirror some of the language that they use or that may be relevant, moving away from humanitarian jargon.

Follow up and ensure continued engagement and development of relationships through subsequent meetings and regular sharing of information and analysis, extending invitations to relevant events and other actions that are appropriate, based on the context.

MONITORING AND MEASURING ADVOCACY OUTCOMES

In addition to an advocacy plan that will help guide our actions, it is important to plan how to evaluate the likely or achieved effects of advocacy efforts in the short and medium terms.

This can help you to 1) understand and measure the different 'contributions to change' of advocacy efforts over time; 2) identify where to adjust the plan going forward if required; and 3) share the impact of advocacy on protection outcomes with our advocacy allies and other key stakeholders, including affected communities, organisational leadership, and donors to build ongoing accountability, support, and momentum.

Making a Monitoring Evaluation and Learning plan for advocacy

As highlighted in the Center for Civilians in Conflict (CIVIC) Advocacy Guide[33], monitoring the effectiveness of an advocacy strategy throughout the course of its implementation will not only allow an organisation or coalition to know if it has been successful in achieving its intended objectives and outcomes, as well as the extent to which it is responsible for any observed changes, but also presents an opportunity to change course and adjust tactics throughout the lifespan of the action plan.

Many formats exist for organisations and coalitions to develop monitoring, evaluation, and learning (MEL) plans and approaches, but every plan will involve the following[34]:

➤ Meaningful, measurable indicators of progress against desired objectives and outcomes.
➤ A plan of how data will be collected for indicators and as part of the evidence base for impact.
➤ Identification of biases, plausible alternative explanations for observable phenomena, and negative results.
➤ Planned and ad hoc opportunities to evaluate progress, reflect, learn, and then adjust the strategy and tactics.

In addition, the MEL plan can be helpful in keeping up team morale throughout the campaign.

Celebrate every positive short-term and medium-term outcome for the success it represents!

Figure 4.1: **ADVOCACY AS AN ONGOING CYCLE**

From *INTRAC Toolkit for Small NGOs*, Section 7: Monitoring and evaluating your advocacy strategy.

Measuring from the start

Starting from day one to assess the outcomes of advocacy actions can greatly contribute to the success of the strategy. Measuring outcomes creates space to reflect and learn from activities and events.

The lessons derived from this can confirm the validity of the plan moving forward or point to adjustments which need to be made in the plan[35].

What to measure?

The outcomes may already be defined by the strategy. These are milestones which will contribute to the protection advocacy objective. 'Results' describe the desired changes rather than actions taken. In the course of the advocacy intervention, outcomes are measured to understand the degree of progress that is being made towards the final objective.

Outcomes in protection advocacy may not be wholly a result of our own efforts. There are often many additional actors or circumstances which influence an outcome, and only rarely can we attribute the outcomes to our work alone. You should measure contributions in the wider context of what others have done and show how the advocacy has helped shape a process and a result[36]. Some outcomes will be easy to measure and observe, while others will be harder to measure and more difficult to observe[37]. However, in some cases, the most difficult to observe or measure can be the most meaningful. For example, laws, national policies, and security practices are easily measurable and observable, while doctrine, procedures, training, resource allocations, and institutional capacity are measurable and only sometimes observable. Harder to measure and more difficult to observe are attitudes and beliefs, institutional culture, and receptivity to influence. Data are collected to assess the success of the outcomes, though outcomes themselves may vary in tangibility. The data collected for advocacy outcomes will be both qualitative and quantitative.

Figure 4.2: **OUTPUTS, OUTCOMES, IMPACT**

OUTPUTS
The products, capital goods and serviced which result from a development intervention; may also include changes resulting from the achievement of outcomes

OUTCOMES
The likely or achieved short-term and medium-term effects of an intervention

IMPACT
Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended

From Oxfam, *MEL of Influencing*, Section 2.2.

Examples of outcomes in protection advocacy

➤ Outcomes that can be used to **measure policy change** on an issue may be the development of new proposals or guiding principles (policy development), policies formally introduced (placement on policy agenda), or policies formally established (policy adoption).

➤ Outcomes that can be used to **measure public engagement** on an issue may include the number of people attending a conference or reading a social media post (public exposure), people participating in a demonstration or reacting to a social media post (public engagement), or people signing a petition or reposting a tweet (public conversion).

➤ Outcomes that can be used to **measure behavioural change** towards an issue may include the number of people engaged with the information disseminated or support provided (increased awareness), people knowing how to act on the issue (increased knowledge), and positivity or negativity towards an issue or degree of importance ascribed to the issue (changed attitudes).

Adapted from *Influencing for Impact Guide,* Oxfam

How to measure?

The theory of change (ToC) and/or the advocacy strategy will plot outputs and anticipated outcomes. It should also include relevant indicators for assessing performance. From this, an Advocacy Impact Measurement Plan can be formed (please see **Tool #5**). An Advocacy Impact Measurement Plan will include:

- the outcomes to be tracked
- what data need to be collected
- how to collect the data
- the frequency of data collection (e.g. weekly, monthly, quarterly)
- the persons responsible for collection
- how the data will be used.

The Advocacy Impact Measurement Plan[38] will guide the team as to what information should be monitored. Focus on what data will give a sound understanding of the progress of advocacy efforts. At the same time, given the limitations of resources and time, only collect data that can actually be used. Consider whether any of the data required are already being collected by other individuals or organisations and can be shared.

A protection analysis, and the related plan for data collection and analysis, may be helpful to avoid replicating efforts. Specific monitoring and follow-up on protection risks may be relevant to specific indicators identified to track advocacy outcomes.

When collecting data, it is crucial that everyone who contributes information is fully informed in order to make a decision about their participation. It is the organisation's responsibility to ensure the right to privacy of data and to protect the identity of those providing data, unless otherwise agreed in their informed consent. Take care not to expose any participant to any security risk as a result of data collection.

Make every effort to ensure that typically vulnerable groups, including women, are fully represented in data collection and, as far as possible, that the resulting datasets can be disaggregated by gender and other relevant categories. Be sure to make all reasonable efforts to ensure the inclusion of participants from marginalised populations.

Protection advocacy outcome assessments rely heavily on qualitative data derived from evaluative surveys and studies and from internal analysis. Such methods provide insight into how change is happening in the context and whether and how advocacy efforts are contributing to this change, enabling overall effectiveness to be reviewed and supporting adaptive processes.

Another important method of collecting qualitative data internally is to debrief with the team. **Tool #6** is a guide to debriefing. The team should also document when any significant policy success has been achieved in the course of the advocacy effort. **Tool #7** demonstrates how to capture and share such achievements.

Finally, outcome harvesting is a highly relevant methodology for MEL in ongoing protection advocacy campaigns. In outcome harvesting, outcomes are collected and then worked backwards to assess contributions to that change.

The change may be negative and/or cannot be linked to your own contributions but rather to those of other actors. This process may also be referred to as outcome mapping methodology.

A full tutorial on outcome harvesting can be found at the CIVICUS website[39]. For additional inspiration on how to assess an organisation's contribution to the change achieved, please see **Tool #7** and **#8**.

Challenges in measuring advocacy outcomes

Measuring protection advocacy activities presents specific challenges. For example, advocacy often aims to change legislation or create new laws, which are long-term objectives and may not be measurable for quite some time – perhaps not even within the lifespan of the advocacy initiative. Protection advocacy may also promote an abstract common good, such as human rights. Sometimes, the object of the campaign is prevention or the absence of an action (which means a 'negative' result). Finally, advocacy in closed spaces (such as direct meetings) may not be transparent and can be difficult to track.

It is tempting to emphasise the outcomes of protection advocacy that are more tangible and more visible, and therefore more easily measured[40]. However, output such as social media activity and attendees at meetings may only be significant within a certain context. Focusing on these successes will not evaluate real change. Impact tends to happen below the surface of what is easily measurable. This is why it is so important to record and analyse qualitative data that assess contributions to wins which happen both along the way and at the end of the campaign.

Figure 4.3: **THE VALUE ICEBERG**
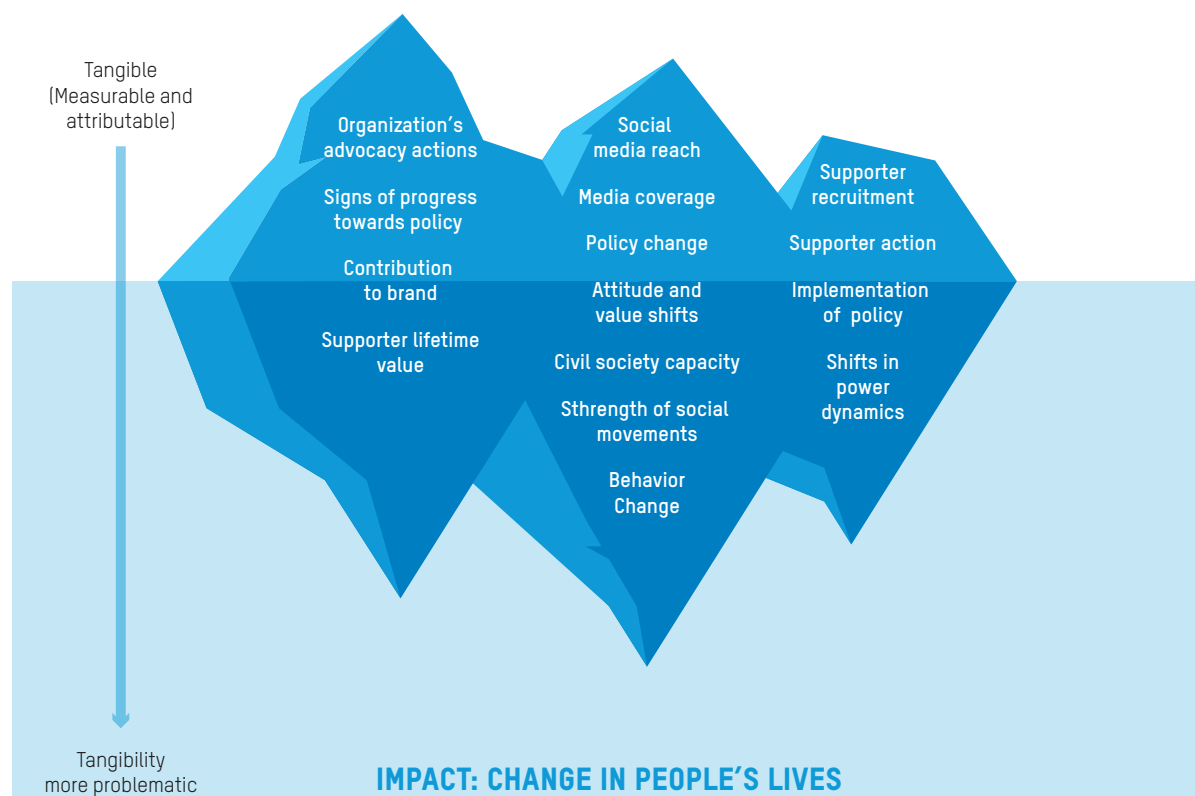
Adapted from Schlangen, Rhonda and Jim Coe (2014). *The Value Iceberg: Weighing the benefits of advocacy and campaigning.*

Often, most of our collective efforts go into designing powerful advocacy strategies and plans, and then carrying them out. Developing a shared MEL plan for measuring our contributions to change is often done much later or not at all. This means a missed opportunity as advocates to show the power of our influencing and how it contributes to stronger protection outcomes. Creating time and space to develop even a simple MEL plan from the outset can be very helpful in terms of building the accountability, credibility, and momentum we need to sustain advocacy over the long term.

Tips for addressing questions about how to measure the less tangible protection advocacy outcomes that will arise in the course of implementing the MEL plan

1. **CHALLENGE: How to measure success when the policy/law has not yet been changed?**

   Tip: Do not monitor only policy objectives; look at the outcomes set in the advocacy strategy.

2. **CHALLENGE: It is difficult to measure progress in advocacy because the outcomes are not tangible.**

   Tip: There will be evidence to demonstrate important advocacy outcomes regardless of tangibility. For a shift in public opinion, the indicator may be positive articles in the mainstream media or opinion polls.

   If the outcome is getting the issue onto the political agenda, this may be demonstrated by an increase in parliamentary discussions or by the government inviting stakeholders for consultation on the issue. Evidence of a stronger relationship with policymakers may be provided by them agreeing to meet or invitations to make presentations to them.

3. **CHALLENGE: It is difficult to know if positive changes are a result of advocacy or of other factors.**

   Tip: Assess the contribution rather than the attribution. Many factors are involved in making policies and laws, and much of the process happens in closed spaces. It may be impossible to fully understand the role of any one organisation in the final decision, policy, or law.

   Make a critical assessment of why and how you feel you have contributed, based on the evidence that has been collected and monitored. This will allow others to discuss the findings and support or reject them, as appropriate.

   ➤ Triangulate the assessment by asking different stakeholders the same set of questions about your contribution. Then look for overlaps in their views.

   ➤ Retain and record all letters and statements from policymakers that acknowledge the difference that the advocacy has made.

   ➤ Set up Google Alerts or a similar search tool for online mentions of your organisation, report, the main person quoted in the research, etc.

4. **CHALLENGE: When the strategy has to be changed during implementation, due to changing dynamics, it is difficult to monitor its progress.**

   Tip: Because it is not a linear path, it is important to register the changes made to the strategy, approach, or tactics used. Collect data after every meeting to record engagement and after every event to record impressions while they are fresh. These notes will assist future analysis of contributing factors.

Adapted from *Advocacy: A toolkit for small NGOS, INTRAC*[41]

MANAGING PROTECTION ADVOCACY RISKS

Humanitarian action often occurs in contexts that are unstable and volatile, and where people are facing a wide range of protection threats or risks from a multitude of sources, including natural hazards, forced displacement, armed conflict, violence, and/or human rights abuses. These contexts can be riddled with uncertainty that makes informed risk management difficult but also all the more necessary. Advocacy on protection-related concerns often deals with sensitive or controversial issues. However, concerns about potential risks to the organisation, staff, partners, the people you work with, and programmes should not prevent advocacy but should drive organisations to work together to take risk-informed advocacy strategies and tactics forward through identification, analysis, and response to risks. Ultimately, it is about assessing risks, not making assumptions about them, and subsequently actively managing and mitigating them to reduce potential negative impacts. Risks and Risk Management

Risk Management: What's Different About Civilian Harm Prevention and Response?

> Conducting advocacy relating to the prevention and response to harm may involve additional risks to organizations or their intended beneficiaries that derive from the sensitivity of the subject matter or the involvement of armed actors, the proximity to conflict areas, or the kinds of information that are involved[42]."

From *CIVIC's Advocacy Guide*.

Risks can be understood in relation to potential future harmful events or hazards and their potential impacts. Many agencies (and also businesses) have adopted the definition of risk proposed in 2018 by the International Organization for Standardization (ISO). This defines risk as the **effect of uncertainty on objectives**[43]. It is important to recognise that the effect can be either positive or negative and that it can change over time. The element of uncertainty also changes over time as it relates to our present limited knowledge of the future. Furthermore, risks are connected to objectives (people, things, organisations, etc.), which separates risks from general uncertainty, as not all uncertainties have an impact on relevant organisations, their staff, partners, people you work with, or programmes. Therefore, maintain a focus on risk events that have an impact on these objectives and, when defining risks collectively, remember that there are differences in goals, values, approaches, mandates etc. across various agencies, which make them perceive and be impacted differently by risks or risk events.

Risk management refers to attempts to remove or reduce risks of future harm. There are many different approaches and frameworks that assist different sectors in this endeavour. Enterprise risk management (ERM), for instance, is a generally accepted framework for risk management[44]. There are also other approaches that help to mitigate risks, such as protection mainstreaming[45] which is the process of incorporating protection principles and promoting meaningful access, safety, and dignity in humanitarian aid as well as a way to reduce risks of discrimination, abuse, violence, neglect, and exploitation. Some organisations, for instance, use an approach called Safe Programming[46], which aims to ensure that humanitarian responses include proactive measures to ensure that actions and programmes do not inadvertently cause harm to people, nor undermine the values, standards, and norms that underpin their work.

Conflict Sensitivity and Do No Harm[47] are other ways to mitigate unintended negative effects. This module is not based on a specific framework or approach but seeks to address the common elements and pitfalls of risk management when engaging in protection advocacy, and to highlight the fact that managing risks is an ongoing process.

Risk assessment processes should be an integral part of the advocacy strategy planning process and should seek to include a diverse range of individuals and organisations representing different learned experiences and expertise. A good risk assessment should seek to answer the following questions:

➤ What could happen?
➤ What is the probability of it happening?
➤ What is the potential impact?
➤ Who are the key stakeholders affected (e.g. staff, individuals and communities, activists, supporters, partners)?
➤ Who are the potential adversaries (causing threats for persons involved in the advocacy action and/or the people we work with) and allies in the advocacy process?
➤ How can the risks be prevented, mitigated, or managed?
➤ Do the benefits outweigh the likely risks?
➤ What actions can be taken to mitigate risks?

Understanding the context

One of the first steps in risk management is to analyse the context and spheres within which the advocacy strategy unfolds. This context analysis builds on the protection analysis, stakeholder mapping and power analysis by examining as many factors related to the context as are available. These can include considerations relating to some of the following factors, which are likely to differ between different geographic areas, urban and rural contexts, and so on.

Factors to consider[48]

➤ Current affairs, history, legal frameworks, cultural and religious traditions, and gender norms.
➤ Political, economic, religious, ethnic, and other alliances, inequalities, and fissures.
➤ Level of security or insecurity and contributing factors.
➤ Attitudes towards and perceptions of different ethnic and minority groups, genders, religious groups, and foreigners (western, diaspora or regional).
➤ Attitudes towards and perceptions of civil society groups, aid agencies etc.
➤ Governance issues, including corruption.

During this process it can be helpful to acknowledge that the declared and the actual interests/objectives of different actors may not be identical, and to identify linkages and interactions between actors from the power analysis and assess how these relationships might affect your organisation and allies and, ultimately, the advocacy strategy. When conducting the context analysis, it can be useful to disaggregate categories within the context, for instance by using the PESTLE analysis approach. The acronym PESTLE stands for Politics, Economics, Social, Technological, Legal, and Environmental. It is a management framework and diagnostic tool that aids organisations in understanding external factors and provides a

systematic understanding of the wider context. When conducting this analysis, it is helpful for each category to identify problems, actors, relations, dynamics, power, control, objectives, etc. and what potential impact these could have on the chosen objectives. Please see **Tool #9** for a guide on PESTLE.

Risk analysis

Based on the contextual analysis, a dedicated risk analysis can commence by dividing the process into three stages: risk identification, risk evaluation, and risk strategies (i.e., how we manage the risks).

Following the actor mapping, power mapping, and context analysis (e.g. using the PESTLE approach), some threats and risks will already have been identified.

You can help to validate and further nuance this analysis by ensuring collective brainstorming and discussion with key partners and allies while using basic tools: for instance, listing potential risks using a simple risk register or writing up a basic list on a whiteboard will be useful in ensuring that all risks are considered. The most common types of risk associated with influencing or advocacy include the following:

➤ **Direct security risks:** These include surveillance (communications, physical); damage to assets and property; threats and intimidation; arbitrary detention or prosecution; violent attacks, kidnapping or killing.

➤ **Political risks:** These include government backlashes against your organisation and/or partners and communities; restrictions on the ability to operate; threats against continued licence to operate.

➤ **Reputational risks:** These include hostile media or public reactions; loss of community or institutional income; damage to relationships with other civil society actors, national and international NGOs.

➤ **Legal risks:** These include libel (anything that harms or could be seen to harm someone's reputation); legal action against your organisation or partners; compensation claims.

➤ **Credibility risks:** If the influencing has little or no impact on the changes you want to see, there is a risk of criticism and reputational harm among own staff, constituencies, donors, partners, and other stakeholders.

Not everyone directly or indirectly involved in an advocacy campaign will face the same level of risk. Factors such as a person's gender, age, race, nationality, and socioeconomic status are likely to affect the likelihood that they will face a backlash, including violence and abuse.

In particular, women human rights defenders and women activists face retaliation both because they are challenging unequal power and resource allocation and because many people view it as unacceptable for women to speak out and demand to be heard. Indeed, a significant proportion of the violence that women human rights defenders face comes from their own families and communities and may be largely invisible to outsiders.

The situation is similar for organisations taking part in advocacy efforts or in protection work in general. National organisations will face risks different from those faced by international organisations, just as UN agencies may face different risks than international NGOs or human rights organisations.

This underlines the need for a diversity of individuals, communities, and organisations to participate in the design and implementation of both risk identification and risk mitigation strategies.

Each risk identified then needs to be evaluated in relation to location, who or what may be at risk, and what the potential impact is, again bearing in mind that the occurrence of a risk event does not always affect different organizations and groups in the same way. A risk rating system is a popular approach that helps to rate the likelihood of a risk materialising and also reduces the severity of the impact if it does. This is also known as a risk matrix (see **Tool #10** and **#13**). During these processes, a multitude of risks can be uncovered, potentially too many to manage. Depending on the specific context and the risk appetite of the parties involved, attention may be focused on the events most likely to happen, the risks with the gravest impact, or a combination of both: the high-probability, high-impact risks.

Risk mitigation strategies

Once the risks and who or what may be at risk have been identified, and decisions have been made about which risks should be the target of focus, a risk strategy should be formulated. Generally, there are four different strategies to choose from: Accept/Tolerate, Avoid/Terminate, Transfer, and Reduce/Mitigate.

When a risk presents itself as a positive opportunity, organisations might treat it in a different way by exploiting, experimenting, enhancing, or accepting it.

Accepting a risk will not reduce its effects and at the same time this does not mean ignoring it; all risks should be monitored continuously. Avoiding or terminating a risk is the opposite of acceptance: here the strategy is to stop the actions (the advocacy strategy) and find new ways to achieve the same objectives.

Transferring the risk means passing ownership in some way to a third party. When a group of agencies engage in collective advocacy, transferring risk could also take the form of sharing risks internally between them, as some organisations may be better placed to front up the advocacy effort, others to focus on bilateral meetings and quiet diplomacy, and some to concentrate on data sourcing and analysis.

Reducing or mitigating a risk means a strategy of reducing the likelihood and/or impact of the risk event to a level that can be accepted.

Once a strategy for dealing with risks has been formulated and documented in a risk register, residual risks may still remain, which should be evaluated again. Furthermore, it is important to acknowledge that any strategy selected or implemented may heighten other risks or create new ones, so continuous monitoring of the residual and additional risks, as well as the effectiveness of the measures taken, is an important and ongoing part of the risk management cycle.

Protection advocacy targeting those who hold power and campaigning in difficult and restricted contexts is inherently risky. The risks involved in taking action must be weighed against the risks to organisation, programmes and partners, and to citizens that will arise if you do nothing and remain silent or allow an injustice to occur or continue.

Navigating the complexities around advocacy and risks requires leadership support to successfully increase the incentive to act and to counteract uninformed perceptions of risks[49]. Good risk management requires a solid analysis and plan, developed with all relevant advocacy partners and allies, while also making informed judgements quickly, effectively, and continuously, to manage and mitigate risks as part of an ongoing and iterative process. Finally, there are some other basic considerations and actions that can help to minimise the risks faced when engaging in protection advocacy.

➤ **Making informed decisions:** When you are selecting protection issues for advocacy, make informed decisions around what level of risk is acceptable and what is not.

➤ **Carefully plan the advocacy strategy:** Thorough planning and good analysis are paramount for risk management. You should aim to have a deep understanding of the context and the actors that move within it, including the advocacy targets. It is important to be aware of the external and internal existing factors that influence these targets.

➤ **Evidence-based advocacy:** This is at the core of advocacy risk management. The data and protection risk analyses supporting the advocacy must be performed to a high standard and should not include assumptions or subjective perceptions of reality.

➤ **Working in collaboration** with like-minded actors can help to reduce risks. Including the people we work with in strategic processes will help to create ownership and provide validation, as well as help to ensure that the advocacy reflects the needs of the people affected.

Figure 5.1: **CONSIDERATIONS IN DEVELOPING A RISK MITIGATION PLAN**[50]

While not an exhaustive list, organizations may want to take the following into consideration in developing a risk mitigation plan.

Choice of message and medium: Strategies that rely on adversarial messaging can be highly effective in certain environments, especially where security is perceived as a public good subject to public oversight and appropriate for scrutiny and where the government may be sensitive and responsive to valid critique.

Elsewhere, CSOs or coalitions may face government reprisals or negative public reactions. In these cases, CSOs can consider reframing messages to align with those societal or institutional values that are likely to influence behavior, engaging through private channels to develop confidence and trust; working through grassroots movements; focusing on positive and solutions-based messages; and even using creative forms of art or multimedia.

Security planning: CSOs should have a security plan that adequately covers relevant risks, to include digital risk management (including responsible data management and encryption, secure information technology, and secure communications protocols) and physical risks (facilities, travel of personnel, and security for events or activities).

Staff should be trained on the security plan and any emergency response procedures, and the organization should have a communications strategy in place in the event of a crisis.

Internal controls, transparency, and governance: In some environments, CSOs may face legal reprisals or attacks on their reputation because of advocacy activities.

Ensuring the quality and transparency of research methods and activities and tending to organizational governance and compliance with legitimate regulations can insulate the organization from arbitrary attacks.

Coalitions and External Support: In some environments, CSOs may be able to align their work with peer organizations or unlikely allies (such as businesses or trade groups) or seek the support of international supporters to insulate their work from certain risks.

Adapted from Figure from *Civic Advocacy Guide*.

REFERENCING FURTHER READING, RESOURCES, AND TOOLS

Module 1

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Module 5

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CASE STUDIES

STRENGTHENING THE RIGHTS OF WOMEN TEACHERS IN NORTH-WEST SYRIA

This case study was developed by the Hurras Network and NEAR.

TOP-LINE SUMMARY OF LESSONS LEARNED

➤ A group of women teachers in north-west Syria led a ground-breaking advocacy initiative which called for the right to paid maternity leave. Women teachers represent 60% of the education workforce in a region that has been affected by conflict since 2011 and are often the main providers in their households. For years, female teachers who become mothers and their new-born babies have faced serious protection risks as they have to return to work immediately after delivery.

➤ A collective advocacy initiative was enabled by approaches that centred on affected persons and promoted their direct engagement with decision makers. Decentralized Accountability to Affected Populations (AAP) structures were crucial, as well as support from local actors in conducting risk assessment, stakeholder analysis, networking and capacity building for a group of 10 female teachers who championed the initiative.

➤ After months of negotiations with local authorities and donors, and influencing efforts aimed at humanitarian leaders, the advocacy effort was successful in achieving its aims. It also contributed to fostering meaningful, system-wide participation in coordination mechanisms by affected persons, as well as the creation of innovative structures to reorient the humanitarian response in north-west Syria around the lived experiences and inclusion of rights holders.

Outline of the advocacy problem and approach/strategy of the actors involved

A majority of teachers in the 1,070 schools in north-west Syria are women, who represent 60% of the education sector workforce. This region been affected by conflict since 2011 and currently hosts more than four million internally displaced persons (IDPs). Women teachers are also mothers and in many cases are the main providers for their families.

In recent years, with the area no longer under the control of the Syrian Government, teachers who are pregnant have not been granted maternity leave, not even for a single day after giving birth. This means that they do not have time to recover properly or to arrange a safe place or child-care support for their new-born babies. These mothers, their children and their families are exposed to a wide range of protection risks including physical injury, emotional distress, mental health and psychological distress as well as child protection risks. Often living and teaching in tents, they face hardship and precarious conditions that are worsened by heavy rain and snowstorms every winter. In one week in January 2021 alone, nearly 120 schools were damaged[51]. In order to address this situation, a collective grassroots advocacy initiative was launched in August 2021,

led by female teachers and school principals with support from child protection organization the Hurras Network, The Syria Campaign and The Syrian Women's Advisory Board, part of the UN's leadership structures in the north-west Syria response[52]. Later, in 2022, the AAP Task Force also engaged as a key stakeholder in the initiative. Three main tactics were initially adopted: documenting the teachers' stories and presenting them as humanitarian stories; conducting trainings to enhance the teachers' advocacy skills; and mapping decision makers and influencers at both local and international levels (e.g. civil education committee task forces, Education Directorates in the region and donors funding the education sector).

Specific advocacy roles, actions and tactics adopted by different actors

With their stories documented in written form and accompanied by striking visual materials, and their advocacy messages defined, the group of teachers met decision makers and donors and presented their call for three months of paid maternity leave to be a right for all female teachers in north-west Syria. The local NGOs involved facilitated the meetings and translated, when needed.

A series of other key encounters followed, including one occasion when the teachers attended a monthly meeting of the HLG and spoke directly to the Protection and Education Cluster Coordinators about the risks that pregnant female teachers were facing, and another with the HC and OCHA's leadership. The AAP advisors for north-west Syria also facilitated meetings for the group with representatives of the Humanitarian Syria Fund and the Deputy Regional HC. In addition, under the auspices of the Manahel project run by private international development firm Chemonics – a local initiative supporting 470 schools – the group gained a voice and space to develop its strategic plan.

As well as words, action on the ground increased as the advocacy initiative gained momentum. An association of female education workers was established in order to advocate for teachers' rights and engage with local decision makers. A representative of the new association was able to attend one of the regular meetings held twice yearly between the Education Directorate,[53] civil society organizations (CSOs), teachers and the Association of Parents of Children with Disabilities. These local-level meetings are intended to help formulate strategies for education policy in rural Aleppo and Idlib regions. The group's representative took the floor in December 2021; meanwhile, together with local CSOs, the group negotiated tirelessly with the Education Directorate for maternity leave for female teachers.

These efforts took almost a whole year, from teachers presenting their stories to training in negotiation and speaking skills and meetings with decision makers. The preparation period, including the writing of the main messages, training and producing the stories, took around two months. Various tactics including national and international press interviews, lobbying of donors and decision-makers, networking, and meeting with key stakeholders to help sustain the collective advocacy goals and coordinate actions were used until the goal of the advocacy initiative was achieved in January 2022.

The donors and Education Directorates finally decided to grant teachers a three-month maternity break but with only one month of paid leave. Local policies and funding policies for education projects were aligned to pay the salaries of substitute teachers to cover a month-long period of leave. Although advocacy messages called for three months' leave, they did not specifically request that the whole of the period be covered financially. Although teacher's stories were used effectively for influencing, there was a lack of hard evidence, such as formal reports, to inform decision makers about the protection risks that teachers/mothers and their babies faced.

Risk considerations and risk management

A risk analysis conducted by the Hurras Network[54] and The Syria Campaign concluded that there was a high possibility that, if female teachers had started the initiative in their own name, they would be subject to

harassment and would run the risk of local authorities retaliating by firing them from their positions and preventing them from working in schools. Therefore, when the advocacy initiative was launched it initially set out to convey a story of success focused on the flexibility and resilience of women educators amidst the protracted war situation in north-west Syria, without including the issue of maternity leave at first. The female teachers were able to present their call for the right to maternity leave in the meetings with stakeholders that followed. These closed meetings were not recorded, and confidentiality rules applied (i.e. no reporting in the media or social media posts from any of those involved).

All the female teachers who took part in the initiative participated in the risk assessment exercise and helped to decide on the best risk mitigation strategies. They were all informed about the risks involved and learned about how they could address them if this became necessary.

Process, adaptations and results, with a focus on collective/collaborative elements

Local organizations played a key role in providing opportunities for the teachers to identify and meet with decision makers, and also trained the women and supported their empowerment. Advice was provided by The Syria Campaign, a UK-based organization that specializes in advocacy for those affected by the Syrian war; specifically, it contributed by undertaking stakeholder analysis and sharpening advocacy protection messages.

Local NGOs and civil society actors helped to co-design the advocacy initiative, which put the teachers at its centre, and thus became partners. All the tactics were aligned, from the shared drafting of advocacy messages to the teachers being invited to and taking the lead in meetings, while NGOs and coordinating bodies played a secondary role as hosts and facilitators.

The concept of rights holders as agents of change permeated every aspect of this advocacy initiative, and certain actions were only possible thanks to innovative approaches that supported direct engagement with decision makers and meaningful participation by affected persons in key humanitarian forums. The initiative also contributed to the establishment of new structures, broadening and reinforcing these dynamics.

The AAP channels already in place and led by UN agencies allowed affected persons to engage with and participate in humanitarian coordination platforms, and this played a pivotal role in the coordination of meetings between the teachers' group and relevant decision makers. Separately, other AAP channels had allowed for advocacy with non-state armed groups (NSAGs) and de facto authorities on mitigating evacuations of IDPs from a camp in north-west Syria. Aiming to expand such mechanisms and to create a collective AAP structure, at the end of 2021 the AAP working group in the region led a broad consultation process with civil society, NGOs, INGOs and UN agencies which framed a one-year 'Action Plan for Change' with three main objectives: listening carefully to affected people; responding effectively; and communicating in a sensitive manner. Under these objectives, the intention is for 10 key actions to be undertaken by 10 separate working groups,[55] paired with another 10 working groups that will monitor and evaluate each action. Members of the working group include UN agencies, local and national NGOs, INGOs, Humanity & Inclusion (HI), Reach, NORCAP's GenCap project, the Swiss Agency for Development and Cooperation (SDC) and the UK's Foreign, Commonwealth and Development Office (FCDO).

Another critical moment in promoting advocacy that both protects and is led by affected persons came with the establishment of the Syrian Women's Advisory Board at the end of 2021. Part of OCHA's humanitarian coordination mechanisms, the Syrian Women's Advisory Board has been championed by the HC and has been involved in a number of advocacy initiatives, including the protection of female education workers. The group includes women from different sectors within Syria and from a number of different Syrian CSOs. It has helped advocacy efforts on protection issues for women and children to gain empowered local champions and to become officially established. Actors on the ground have also

noted that since members of the WAB have participated in meetings, discussions and the 'language' of the HLG have begun to include quotes from affected persons and issues raised by them. This reflects the group's influence and indicates a change of behaviour in meetings from a purely technical approach to one based on listening to the voices of the people affected.

REGULATING THE USE OF EXPLOSIVE WEAPONS IN POPULATED AREAS (EWIPA)

This case study has been adapted from Davies, G. and Spencer, A. (2022b) Collaborative advocacy on the protection of civilians: Children and armed conflict and explosive weapons in populated areas. HPG report. London: ODI.

TOP LINE SUMMARY OF CASE STUDY FINDINGS

➤ The widespread use of explosive weapons in populated areas (EWIPA), the level of harm to civilians (90% of all casualties from the use of EWIPA are civilians (AOAV, 2021),[1] and the issue that IHL is insufficient to address the harm caused by EWIPA, saw the need for regulating the use of EWIPA. This drove the emphasis for collective advocacy across civil society, the ICRC, the UN and champion member states who collaborated to define and develop international norms and policies. Actors involved at the outset had previously worked together through previous collective advocacy on other weapons-related agendas e.g. cluster munitions, land mines etc., and trust had been developed – a key factor for collective advocacy. Lessons were learned following previous engagement on the Safe Schools Declaration (2014).

➤ A central aim of the process in establishing new norms has been the development of an international political declaration, with action-oriented commitments requiring changes in policy and practice by the states that sign it.

➤ These advocacy efforts culminated in 82 states officially endorsing the Political Declaration on the Protection of Civilians from the Use of Explosive Weapons in Populated Areas in November 2022. Advocacy efforts will now focus on achieving universalisation of the political declaration by promoting the further signing of the declaration by other states, and the practical implementation of the declaration's commitments, monitoring state practice on the use of EWIPA, and supporting states and their militaries to move away from the practice of EWIPA.

The advocacy problem and approach taken

Conflicts are increasingly conducted in towns, cities and other populated areas. This has been witnessed in Syria, Iraq, Yemen and most recently Ukraine, resulting in tens of thousands of civilians killed and injured by weapons every year. When explosive weapons are used in populated areas, some 90% of casualties are civilians (AOAV, 2021). In 2021 alone, over 11,000 civilians were reportedly killed or injured by the use of explosive weapons (INEW, 2022).[2]

The devastation of critical infrastructure and services such as electricity and water can have severe and long-lasting knock-on effects. Civilians face long-term psychological and health impacts, often in contexts where support services are inadequate (ibid). This devastating pattern of harm has been consistently documented over the last decade (AOAV, 2021). Over 10 years ago, a group of experts from civil society, the International Committee of the Red Cross (ICRC) and the UN Office for the Coordination of Humanitarian Affairs (UNOCHA), some of whom had been working in disarmament and the protection

of civilians for decades, began to raise concerns about the short- and long-term humanitarian impact of increasingly urban conflict on civilians and the adequacy of international humanitarian law (IHL) for protecting civilians in such contexts. Reaching consensus on the problem, and the solutions sought, was a critical step for civil society, the UN and the ICRC in order to come together to advocate towards a common goal.

Civil-society organisations established a global coalition – the International Network on Explosive Weapons (INEW) – which, in 2011, issued the 'INEW Call' (INEW, 2011).[3] This called on states and other actors to take immediate action to prevent human suffering from the use of explosive weapons in populated areas by: acknowledging that such use causes severe harm and damages infrastructure; avoiding such harm, reviewing and strengthening national policies and practices on the use of explosive weapons, and gathering and making available relevant data; working for the full realisation of the rights of victims and survivors; developing stronger international standards, including certain prohibitions and restrictions on the use of explosive weapons in populated areas (ibid.).

Advocacy on the EWIPA agenda has focused on the development of new international policy norms, aimed at driving changes in state practice to regulate and place limitations on the use of EWIPA. The collaboration among a range of different actors set the agenda, socialised and advanced it with other stakeholders, especially states and armed forces.

A central aim of the process has been the development of an international political declaration, with action-oriented commitments requiring changes in policy and practice by the states that sign it. A political declaration, rather than a legally binding treaty, was specifically chosen in recognition of the complexities and technicalities of the issue as well as the political environment.

EWIPA is an intentionally broad policy agenda that lacks the specificity of other weapons-related agendas, and as a result has been perceived as less amenable to developing laws to promote change, as was done in relation to cluster munitions and landmines. An interviewee stated that 'starting with a legal challenge [as had been done previously] risked making little change or even doing damage to the agenda'.

The problem of EWIPA was deliberately framed in humanitarian terms, rather than as a legal compliance issue, particularly since IHL was insufficient for addressing the use of EWIPA. The humanitarian angle allowed for a more comprehensive approach that focused on the wider human, social, economic and environmental impacts. A similar approach had been used in the framing of the use of nuclear weapons: 'Focusing on these issues forced people to question – is this right?' (Moyes, 2022).[4] The intentional and strategic use of words and the framing of the issue was perceived as critical to progress by those involved.

Roles, responsibilities, actions and tactics

INEW intentionally brought together individuals and organisations with identified skills across weapons technology, law and policy development, operational response, monitoring and data gathering, diplomacy, advocacy and lobbying, and humanitarian and victim assistance who worked towards a common goal. Beyond INEW's members, the group collaborated effectively with both the ICRC and UN at the outset – they were able to draw on their operational experience to convey the gravity of harm associated with the use of EWIPA. Additionally, the ICRC is mandated by the Geneva Conventions, and regularly conducts dialogue with states and armed actors on the conduct of hostilities, while UNOCHA is mandated by and has regular access to states and the UNSC, to a degree that is not always available to civil-society actors. Proactive collaboration between these sets of actors was key in establishing credibility and dialogue with states.

A key prerequisite for progressing dialogue on the use of explosive weapons in populated areas was the involvement of member states, especially those that have an active military presence and can institute change in their own military policy. Identifying states with a high interest and high alignment with the objectives EWIPA agenda advocates and engaging these states early was key. Norway, Austria and Ireland have all held key leadership positions in progressing the agenda at different stages of the process, initially to engage with the issue, drive interest from other states and finance civil society organisations,

followed by establishing a Geneva-based core group of states and finally, to instigate and develop the drafting of a political declaration. In addition, engaging and bringing on board a regionally diverse group of states is essential, including to achieve universalisation of the future declaration – a key objective for INEW. To this end, Humanity and Inclusion (HI), with the support of INEW, engaged interested states such as Mozambique and Chile who jointly convened regional conferences in Maputo (2017) and Santiago (2018) that were instrumental for regional blocs to develop a common position and foster buy-in.

The strategies of the EWIPA agenda advocates used to influence state positions varied; in particular, human rights organisations were often more outspoken. Others undertook more direct engagement with states and/or militaries that focused on constructive, solutions-oriented dialogue.

Many interviewees felt that it was imperative not to use denunciation, but to focus on persuasive arguments focusing on the humanitarian consequences of EWIPA, and others spoke to the need to ensure constructive dialogue but not to allow persuasive arguments to compromise red lines.

Politically and militarily astute advocacy that understands and takes into account political and military perspectives has been key to progress. Important for this was the intentional pragmatic approach to their policy ask. The use of the terminology of 'refrain' and 'avoid', rather than 'stop' the use of EWIPA was seen as more amenable to many states and their militaries and didn't 'create a legal premise that states will balk at'. It is important to identify relevant departments and individuals within states that are supportive of, or sympathetic to, the agenda and that can work to bring other parts of government on board.

Critically, the group used context-specific research to establish the existence of a defined, predictable pattern of harm associated with the use of EWIPA. Strong, irrefutable evidence provided the basis for sustained engagement with states by disarmament, policy, humanitarian, human rights and peace-building actors. Linked to this, the use of subject-matter experts to present the issues – particularly when engaging state or military personnel – was also key, as was developing an understanding of military language and thinking.

Building an understanding of military language and deploying arguments based on technical knowledge helped mitigate the risk of the agenda being weakened by political or military actors with vested interests against the advocacy objective, or being alienated by intentional technical language.

Barriers, challenges and risks to the advocacy agenda

Diverse, non-aligned and sometimes competing positions can compromise the outcome sought and send mixed and confusing messages to advocacy targets. Without aligned and politically astute advocacy positions, there are also risks that advocacy positions can play into political interests. Humanitarian organisations often call for the IHL to be upheld during the conduct of hostilities, but states often use international law to their benefit. Regarding the use of EWIPA, some militarily strong states took the position that the IHL is adequate and disagreed with the need for further norms.

Such tensions between actors highlights the disparity in willingness of some organisations to promote unpopular issues or those with a low likelihood of success. The founding organisations knew that states would be reluctant to accept restrictions on the use of weapons beyond those that already exist in the IHL, which – they would and did argue – were sufficient. However, it was important not to accept this position or the apparent lack of state interest at the early stages but to take the long view: work to get the issue recognised and proceed to policy development. As one interviewee said:
'You need to be prepared to fail and keep strong principles. Don't fold your language demands into existing structures.'

Similarly, militarily active states have strong influence on the implementation of the declaration's commitments. It has been a fine line to engage these states in dialogue, and to ensure they do not use their influence to weaken the policy objectives and text of the declaration and then not join a weakened

declaration, and the opportunity cost of not having militarily active states on board and the resulting limited change in policy and practice.

In addition, the EWIPA agenda required persistence and the ability of organisations across the collective to take the long view. This level of commitment needed a well-resourced network with the time, capacity and flexibility to maintain and build on momentum generate by their own work and external factors. Success depends on these key enabling factors.

Process, adaptations and results with focus on collective/collaborative elements

One of the key learnings from the EWIPA agenda has been on the need for better engagement of survivors, or civil society, from affected states; representation of affected states, and to a lesser degree engagement of Global South states and mobilisation of Global South civil society.

Having conflict-affected states speak, first hand, to the consequences of EWIPA can strengthen the credibility of the issue and reinforce the sense of urgency. Palestine's active engagement, for example, has been cited as a strong example of affected-state engagement. It provides an opportunity for states to have a peer to peer dialogue, and situates the issue within the reality of conflict.

Key learning and recommendations for collective advocacy initiatives:

➤ Consider establishing networks, coalitions or collaboration between international and national civil society organisations and international organisations to support advocacy initiatives specific to advocacy objectives, themes and countries. Help support the development and coordination of strategy, advocacy positions, research initiatives and engagement across relevant advocacy stakeholders with states and other key stakeholders.

➤ Mobilise and support national and local civil-society groups to engage in networks and coalitions, as well as engage their governments at capital level.

➤ Facilitate consistent engagement across key actors, including national and international civil society with UN actors and the ICRC as appropriate, including through regular meetings, exchanges of information on state positions and discussion of strategy and tactics for engaging states.

➤ Mobilise a diversity of states from different regional groupings. Encourage and support a prominent role for the participation and leadership of Global South states, and affected states where possible and appropriate, including as state champions.

➤ Ensure coherence between advocacy positions and initiatives in different platforms and forums at the international, regional and national levels. Strengthen linkages between different forums where relevant, including with regional forums. Consider the provision of long-term partnerships and/or support to civil society groups at the regional and national levels to facilitate this.

➤ Be strategic in how and by whom advocacy positions are disseminated. This includes how advocacy positions are framed, and who delivers the advocacy position. Be aware of optics, and maximise opportunities for credibility. Assess who is best placed to maximise influence with identified advocacy targets. Support diversity among those that deliver direct advocacy.

➤ Work with national partners and advocacy networks to identify possible government entry points (individuals and departments) that may be supportive or at least sympathetic to the advocacy objective. Work with these entry points to further understanding of relevant decision-making processes and key stakeholders/positions, bring other individuals/departments on board, including those opposed

to the advocacy objective. Do not be afraid of raising unwelcome issues. Be prepared for setbacks, and be willing to fail.

➤ Ensure coherent and mutually reinforcing positions across advocacy networks and/or partners. Be politically savvy, and ensure mitigating measures are taken that positions and framing do not undermine the advocacy objective.

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2. INEW (2022) 'Final meeting to adopt explosive weapons marks milestone in protection of civilians'. Webpage. INEW. www.inew.org/final-meeting-to-adopt-explosive-weapons-declaration-marks-milestone-in-protection-of-civilians/

3. INEW (2011) 'INEW call commentary'. Webpage. INEW. www.inew.org/about-inew/inew-call-commentary/).

4. Moyes, R. (2022) 'Framing issues'. Comments at the 'Making multilateral diplomacy work – strategic thinking, partnerships, innovation, and fearlessness for success seminar', 10 May. Oslo: Article 36. https://article36.org/wp-content/uploads/2022/05/Framing-issues-comments-at-a-seminar.pdf

Case Study

ADDRESSING GENDER-BASED VIOLENCE IN SOUTH SUDAN

*This case study has been adapted from Davies, G. and Spencer, A. (2022) '*Complementarity between international and local protection advocacy: "don't speak for me, I'll speak for myself"*'. HPG briefing note. London: ODI*

TOP LINE SUMMARY OF CASE STUDY FINDINGS

➤ Advocacy efforts on sexual violence in South Sudan highlight how international attention to protection issues can create the space for national actors and affected people to engage in dialogue on issues affecting them.

➤ In November 2018, Médecins Sans Frontières (MSF) released a report on the exponential increase in cases of sexual violence they were treating at their clinic in Bentiu (MSF, 2018). While this resulted in the expulsion of one of MSF's staff members, women's rights organisations mobilised to continue to raise awareness on the horrifying levels of sexual and gender-based violence (SGBV) in South Sudan, working with international humanitarian and human rights organisations. This led to growing confidence of civil society and SGBV survivors in raising these issues and demanding change, which they attributed to growing visibility on this issue.

➤ Increased support for survivors – whether through health, psychosocial or judicial support – led to concrete changes in people's lives through sustained engagement and funding to prevent and respond to GBV. Survivors now have a direct dialogue with relevant government counterparts such as the Ministry of Justice, and sustained collaborative advocacy resulted in the establishment of the first-ever Gender-Based Violence and Juvenile Court in Juba in 2020 which has successfully convicted perpetrators.

Outline of the advocacy problem and the actors' approach/strategy

Increasing levels of GBV, and high levels of concern that rape was being used as a weapon of war, led to increasingly public calls to prevent and respond to GBV, including to strengthen accountability mechanisms. Leveraging international and national attention on SGBV was a key factor in bringing the issue to the forefront in South Sudan. While bringing public visibility to the issue was perceived as critical to galvanising attention and support to the horrifying levels of SGBV in South Sudan, a range of public and private advocacy initiatives took place including with the government of South Sudan, the diplomatic community, UNSC and AU (see below).

Protection actors included members of the gender-based violence (GBV) Sub-Cluster, in which both national and international organisations are represented, along with women's rights campaigners, human rights groups. Collaboration through both formal partnerships, as well as informal mobilisation of actors pursuing similar objectives of increased accountability for GBV were key platforms for organising.

Accountability had been the advocacy theme of the GBV Sub-Cluster that year, leveraging the visibility of and momentum on GBV in conflict globally and within South Sudan. The support of strong government allies was key in taking forward accountabilities. This included the Minister of Gender, Child and Social welfare who was supportive in efforts to address SGBV; and a senior official in the Defence Forces was a strong ally – both women. However, the lack of male champions with influence was a barrier for this agenda to move further forward.

Other international and national collaborations in South Sudan have established survivor support groups and initiated direct dialogue between survivors of sexual violence and decision-makers within the government, while support from international allies created additional pressure on the government to act. Part of this initiative involved an internationally supported 'Survivors Speak' conference in Juba in September 2021, where survivors of SGBV engaged officials and policy-makers, including from the government, on the impact of SGBV (Rights for Peace, 2021). Civil society and survivors' groups continue to work with INGOs to highlight SGBV in South Sudan to regional and international stakeholders, including the UN Security Council and the AU. They emphasise the importance of such stakeholders hearing directly from people directly affected.

Specific advocacy roles, actions and tactics taken by different actors

Roles and partnerships developed holistically through the range of actors with a shared objective to address levels of GBV in South Sudan. MSF, a credible actor, publicly speaking to high levels of GBV was perceived as instrumental to increased visibility to the issue.

South Sudan has a strong civil society, with women's rights organisations and a women's civil society coalition. International organisations have supported national actors to access national, regional and international platforms and decision-makers. For example, an informal group of INGOs, including Crisis Action, Justice Africa, Oxfam and Norwegian People's Aid (NPA), worked collaboratively to support civil society to directly engage in the peace process. INGOs supported South Sudanese civil society organisations to work collectively and to strategise on influencing approaches, to access funding for advocacy and to engage with national, regional and international mechanisms.

The women's coalition sought support from Oxfam, Crisis Action and NPA to use the momentum around the peace process to draw attention to women's rights and empowerment (Oxfam, 2020). Crisis Action supported the women's coalition to carry out the first-ever online summit on issues relevant to women, peace and security in South Sudan (Sawa South Sudan, 2018). These and related campaigns have contributed to a shift in the narrative on the roles and rights of women and girls, while challenging patriarchal norms in South Sudanese society. Successes include increased funding and visibility of SGBV in South Sudan leading to increased health, psychosocial, livelihood and judicial support. The main success was the establishment of the GBV and Juvenile Court in Juba in 2020; as well as direct dialogue between survivors of sexual violence and decision-makers within the government as discussed above. Some of the greatest successes in protection advocacy were achieved by informal groups that had not received programme-related funds and that could leverage momentum, mobilise and react at the opportune moment.

Failures include managing expectations and reactive mobilisation, particularly where previous partnerships had been built and a level of trust established. For example, following a series of particularly egregious rape attacks, a women's group mobilised a protest. They approached an international partner they had previously worked with but which, due to bureaucratic constraints, was unable to provide financial support. However, representatives of the international organisation attended the protest, documented it, and later publicised it. Members of the women's group thought that the international organisation had financially supported the protest, resulting in divisions between the women. As a result, the group disbanded. This raises issues of unforeseen, potentially harmful consequences of the actions of international actors, as well as challenges around non-flexible funding.

Risk considerations and management

Risks of retaliation to survivors or advocates. In this example, a women's rights activist was intimidated, threatened and followed by South Sudan security services – including National Security. International humanitarian organisations are often ill-equipped to support rights campaigners when risks materialise within their country. In this situation, personal connections between individuals of organisations facilitated a referral to an international human rights organisation who could support the activist to lead the country, and provided advice on how to navigate risks. When humanitarian actors are working with national actors to engage in direct, visible advocacy it raises questions around how international organisations engaging in advocacy can support their national partners – including to mitigate and respond to potential risks.

International humanitarian actors are often poor at planning and resourcing this support, compared to the support international human rights actors provide to human rights defenders (HRDs). International humanitarian actors need to consider their duty of care and moral responsibility to national partners, learning from approaches developed by their human rights counterparts. At a minimum, they should proactively establish a referral system to organisations that provide direct support to HRDs.

Process, adaptations and results with focus on collective/collaborative elements

The international community should commit to understanding whether they are best placed to lead advocacy efforts, play a supporting role through amplifying the voices of local advocacy platforms, or step back to open up space for national actors to lead advocacy efforts. International organisations should not assume they know what protection issues to prioritise for advocacy or how to influence change better than affected people or national organisations. There can never be a one-size-fits-all approach, hence the need for flexibility and sustained engagement, with mutual ownership and consideration of the comparative advantage of international and national actors in carrying out protection advocacy.

Recommendations from the report include:

➤ Provide platforms for national actors to engage in protection advocacy, including at decision making levels or directly with decision-makers. Ensure equal participation of national actors, with the analysis, positions and priorities of national actors adequately informing approaches. This could be through representation on strategic advisory groups on protection, leadership of protection forums or co-ownership of protection advocacy strategies. Proactively ensure such efforts are not tokenistic and that national voices are not marginalised.

➤ Build equal partnerships, including through the inclusion of national actors in the development of analysis and advocacy strategies. This should include joint analysis of the roles of national and international actors in advocacy. 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. Show humility and listen.

➤ Ensure joint risk analysis and mitigation with local and national actors. Support mitigation strategies and joint contingency planning. Ensure all partners are adequately informed of potential risks and prepared for them.

➤ Engage with and participate in ongoing relationships and avenues to refer HRD cases to protection organisations, and vice versa. Consider ways to resource these.

➤ Invest in multi-year partnerships and national advocacy capacity. Build flexible funding into advocacy initiatives to enable reactive advocacy support.

➤ Ensure that national actors are fully integrated into the humanitarian response, including at strategic and decision-making levels.

➤ Commit to meaningfully tackling barriers to national actors engaging equally in protection advocacy. This includes recognising and deconstructing power dynamics, along with the systems, processes and terminology that support them.

A NEW LEGAL FRAMEWORK FOR MINE ACTION IN UKRAINE

TOP LINE SUMMARY OF CASE STUDY FINDINGS

➤ International humanitarian mine action actors operating in Ukraine as part of the Mine Action Sub-Cluster, under the Protection Cluster, collaborated to sensitize state actors and influential stakeholders such as donor governments to the urgent need for amendments to existing mine action legislation with the aim of meeting international standards and also establishing an institutional structure. The first challenge was to secure a legal separation and different sets of laws to distinguish between military and humanitarian demining. The second challenge was to separate humanitarian demining from the jurisdiction of the Ministry of Defence.

➤ Collective advocacy, backed by comparative analysis of international standards and best practices, helped to make the case for new laws. Publications analysing the development of relevant legislation and the effects of such legislation on mine action were a key tool for advocacy with the government and for general sensitization.

➤ As a result of these advocacy efforts, a new legal framework for mine action was created, gaps in existing mine action law were addressed, and executive orders were issued for institutional arrangements under the new law.

Outline of the advocacy problem and approach/strategy of the actors involved

As a consequence of the conflict which had started in eastern Ukraine in 2014, the presence of landmines and unexploded ordnance (UXO) threatened the physical safety of everyone in the region and the livelihoods of farmers whose fields were affected.

The Government of Ukraine had no prior experience of protecting civilians from such dangers, of regulating the removal of mines and UXO from civilian property by non-military actors or of compensating the victims of mines and UXO-related incidents.

The Mine Action Sub-Cluster was coordinated by UNDP and included representatives of the Organization for Security and Co-operation in Europe (OSCE), the HALO Trust, Fondation Suisse de Déminage, UNICEF and the Danish Refugee Council (including the Danish Demining Group). Three of the largest donors for mine action activities in Ukraine at that time – the US and UK embassies and ECHO – were also closely involved in the sub-cluster and its advocacy work.

Members of the Mine Action Sub-Cluster recognized the need to urge the government as a matter of priority to create legislation on mine action in accordance with international standards. As a campaign tool, they used a regular information newsletter, Legal Alert, to collate and analyse all legislative developments relevant to

mine action. This was complemented by the tracking of mine- and UXO-related incidents involving civilian casualties in areas in the former conflict zone. A map was compiled using open sources and was made publicly available via social media, emphasizing the need for the protection of civilians.

The coalition held direct closed meetings with the Ministry of Defence, the relevant parliamentary committee, the Ministry of Interior and other stakeholders. Negotiations with the Ministry of Defence were particularly sensitive as the ministry stood to lose its power and authority – and also its funding – as the legal body responsible for mine clearance. It had to be persuaded to relinquish its status for the sake of humanitarian activities.

The coalition was able to leverage its international expertise and its capacity to carry out certain aspects of humanitarian mine clearance work once the required legislation was in place. It also made use of its strong relationships with humanitarian mine action donors, who insisted that they would not finance any activities through the Ministry of Defence; this helped to persuade the ministry to agree to give up its role. In addition, the advocacy coalition forged a constructive relationship with lawmakers and consequently was invited to review the draft legislation.

Specific advocacy roles, actions and tactics adopted by different actors

In the course of its work on legal protection for internally displaced person (IDPs) and, simultaneously, on mine action awareness, the Danish Refugee Council (DRC), a humanitarian relief organization encompassing the Danish Demining Group (DDG), analysed all protection-related legislation in Ukraine and tracked progress using its Legislative Framework Index (LFI). This is a tool that ranks and scores the quality of legislation in terms of how well it meets global standards on protecting the rights of IDPs and people affected by conflict. DRC analysed laws, policies, judicial decisions and other legislative instruments in Ukraine on a monthly basis and published its findings in the Legal Alert bulletin, a monthly publication that it finances jointly with ECHO. Each legal instrument was assessed against the eight IASC indicators for durable solutions for IDPs[56]. Sub-indicators were used to further tailor the assessment to the country context. At the end of the assessment, a score was given ranging from -2.5 to 2.5, depending on the relevance and likelihood of implementation of the particular legal instrument.

The LFI provides a strong analysis of protection legislation and helps to prioritize protection issues. Notably, it captures not only legislation that is directly relevant to IDPs and conflict-affected people but also legislation that may unintentionally affect these groups. It is used as an internal tool but is complemented by the monthly Legal Alerts, which offer a series of legal updates and analysis written for consumption by lawyers and non-lawyers alike and are distributed to the humanitarian community, humanitarian donors and state officials to keep them informed of emerging legal trends and to highlight legislative areas that are problematic. Few organizations have the internal capacity for regular legal analysis of this kind in a country where the legislative landscape is highly dynamic, and the Legal Alerts serve the whole community. DRC was able to focus certain issues of the newsletter on mine action legislation and these bulletins became a campaign tool, with the agreement of the advocacy coalition.

In addition, the fact that the sub-cluster was coordinated by a UN agency made it easier for the coalition to obtain direct meetings with ministries and members of parliament.

Risk considerations and risk management

There were three main risks to the advocacy campaign: 1) a risk of becoming a pawn in a power struggle between ministries in the area of mine action; 2) the interests of heavyweight private demining companies hoping that any resulting legislation would help them to capture the market and secure profits; and 3) a reputational risk for humanitarian agencies if they were seen to be working closely with the Ministry of Defence, particularly in the context of an active conflict.

The risks were mitigated by focusing on closed spaces (such as bilateral discussions with the relevant ministries as well as current and potential donors to demining activities in the country) for direct advocacy, which allowed for discretion. At the same time, the wide circulation of the Legal Alerts and the map of mine- and UXO-related incidents provided a strong evidence base for the need to negotiate a new legal framework.

Process, adaptations and results, with a focus on collective/ collaborative elements

Advocacy must always be an agile process, as strategies are likely to change as they are implemented and as different methods are tested, and external circumstances may also change. The tools used may also require flexibility. Initially, the Legal Alerts focused on other protection issues, but the focus was adjusted to consolidate a community consensus around the need for a new legal framework for mine action. In this sense, the publication not only served as an instrument of legal analysis but also promoted the position of the Mine Action Sub-Cluster, with its comparative analysis allowing for the opinions of the advocacy coalition to be put forward.

In addition, the LFI became responsive as, to support the advocacy initiative, it was reconfigured to analyse the legislative framework and institutional set-up in the country and to measure the conduciveness of these to ensuring the security of people, their freedom of movement and reparations for any damage or injury. The results of the LFI analysis also alerted the sub-cluster to remaining legislative gaps that called for further advocacy.

Until now, most advocacy in Ukraine has pertained to systems advocacy, which inevitably requires changes to laws and by-laws. Collective advocacy involves a large number of actors, but it is not practical for all advocacy actors to maintain their own in-house capacity for legal analysis. When one advocacy partner, DRC, provided legal analysis to all the other partners, it unlocked the capacity of the collective.

Ultimately, a new legal framework for mine action was created, gaps in existing mine action law were addressed, and executive orders were issued for institutional arrangements under the new law. It can also be noted that these positive outcomes and ultimately successful result achieved by the Mine Action Sub-Cluster reinforced its own legitimacy. Its efforts brought humanitarian mine action to the attention of many national NGOs which had not previously been involved in such activities, and action in this area has since increased among local actors.

Figure 6.1: **EXAMPLES OF THE DRC UKRAINE LEGISLATIVE FRAMEWORK INDEX**
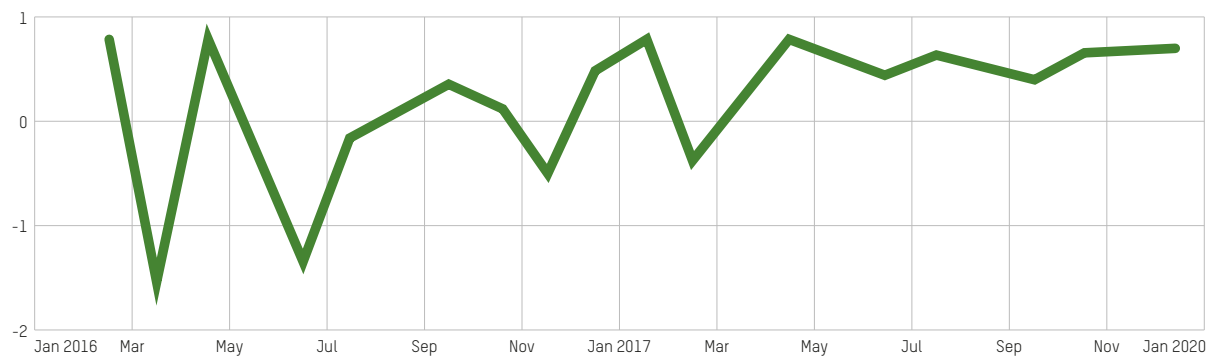
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-	1	-1.16	-	-	-0.83	0.66	-	0.66	-	1.16	0.50
-	-	-1.16	-	-	-0.63		-	-	-	-	0.26
-	-	-2	0.88	-	-2	-	-	0.2	-	-	0.45
-	1.06	-	0.83	-	-	-0.25	-	-	-	-	0.60
-	0.50	-	-	-	-	0.66	-	-	1	-	-
-	-	-	-	-	-	-	-	-	-	-2	-
-	0.46	-1.83	0.5	-	-2	0.5	-	0.2	-	-	0.75
-	0.75	-1.54	0.74	-	-1.36	-0.08	-	0.35	0.09	-0.42	0.51
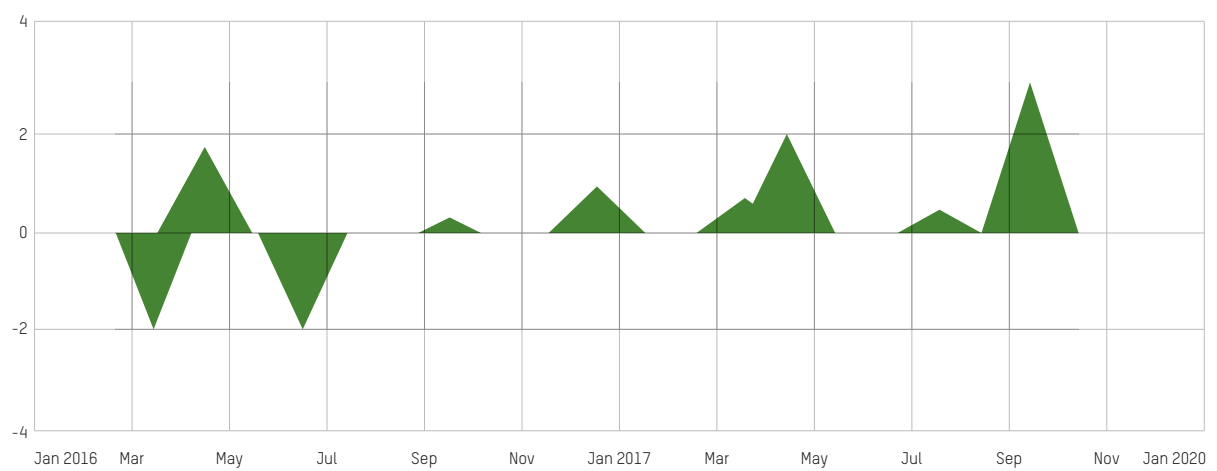
PROTECTING WOMEN'S RIGHTS IN OCCUPIED PALESTINIAN TERRITORY

This case study was developed by the Palestinian NGO Network and NEAR.

TOP LINE SUMMARY OF LESSONS LEARNED

➤ Although the West Bank and Gaza have well-rooted civil society organizations (CSOs) with a solid human rights component, increasingly authoritarian attitudes taken by the Palestinian authorities, coupled with regular arrests and crackdowns by Israeli forces, have progressively limited the space for civil society participation.[57]

➤ Civilians in the Occupied Palestinian Territory (OPT) have for decades faced recurrent attacks and flagrant rights violations and a protracted situation of insecurity.[58] In response, many CSOs have sprung up and these have accumulated unique expertise in collective advocacy, including negotiations with bodies such as political parties, religious leaders and armed groups.

➤ When a travel ban issued by religious leaders restricted women's rights and freedom of movement, Palestinian civil society quickly mobilized and NGO networks and human rights groups sustained months of advocacy efforts, led by women's and youth groups. Efforts to secure a speedy reversal of the ban included building social media engagement and public pressure, with support from political parties and the media.

➤ Collective advocacy undertaken at a local level by stakeholders with prior experience of joint mobilization allowed for the first dialogue of its kind with religious leaders and the eventual amendment and then withdrawal of the travel ban.

Outline of the advocacy problem and approach/strategy of the actors involved

A circular issued in early 2021 by the highest Islamic court in Gaza, the Supreme Sharia Court Council, imposed travel bans that severely restricted women's rights and their freedom of movement.

According to a provision in the judicial ruling, unmarried Palestinian women were not allowed to travel without permission from their 'male guardians' (i.e. father, son or other male relative). Another provision stipulated that, in the case of divorced couples, travel by children could be authorized only by the father, negating the mother's authority.

The ruling sparked an immediate reaction from Palestinian civil society. Both these articles and three others were considered by rights advocates to be in violation of the 2003 Palestinian Basic Law and of

the OPT's obligations under international law, particularly the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

The court council was also considered to be abusing its authority on issues beyond its jurisdiction. It would normally be expected that measures on travel regulations would be voted on by the Palestinian Legislative Council (PLC) or announced by the High Judicial Council.[59]

Specific advocacy roles, actions and tactics adopted by different actors

The circular provoked a strong reaction.[60] One of the biggest NGO networks in the OPT, the Palestinian Non-Governmental Organizations Network (PNGO), quickly mobilized its members around two main axes for a rapid response, combining advocacy in partnership with local human rights organizations and social pressure through public protests. The aim was to put pressure on local authorities to cancel the circular.

The PNGO conducted a number of meetings with relevant CSOs. To lead the campaign, it engaged women's and youth groups, which it identified as representing persons of concern themselves and being stakeholders that would be able to attract broad support and deliver powerful advocacy messages.

Along with human rights organizations and the OPT's Independent Commission for Human Rights (ICHR), the PNGO established a representative committee to draft and put into action a collective advocacy plan to ensure protection for freedom of movement and the rights of women and children. The formation of the committee also allowed it to rapidly articulate the core arguments and to organize a number of meetings with representatives of political parties to secure their support and add to the pressure on the court council to cancel the circular.

Risk considerations and risk management

While they realized that it would be challenging, civil society representatives did not consider that dialogue with religious leaders in itself posed any particular risks. Risks were analysed and identified, instead, in relation to the internal dynamics of CSOs and their engagement with politicians. It was considered crucial to quickly identify potential risks and to take pre-emptive action.

Among these were reputational risks for the network and for CSOs in relation to donors and their clients (or persons of concern): how they would receive the initiative depended on establishing clear communications and presenting a collective leadership that had the protection of women and children as its first and only concern.

It was equally important to prepare a solid legal analysis and to share a documented legal framework with decision makers, not only to properly inform any actions taken but also to avoid the risk of misinformation.

The previous experiences of CSO networks in the OPT informed the advocacy process, as well as dialogue around the advocacy strategy and mitigation measures at the level of the newly created committee.

The civil society stakeholders involved saw no other option than to engage in advocacy, especially the women's and youth groups, who considered the risk of being silenced to be much greater than any risk involved in speaking out. Finally, given the many contentious issues and security concerns involved in advocacy in general in the OPT, CSOs there have traditionally sought to work in partnership to share responsibilities and potential risks.

Over the years, the ways that CSOs build mutual relationships and work together as partners have evolved, making them conducive to the rapid organization of advocacy initiatives.

Process, adaptations and results, with a focus on collective/collaborative elements

Facilitating rapid communication between members engaged in the advocacy initiative was a key factor in sustaining its momentum. This was achieved through in-person meetings, daily phone calls, group conversations via instant messaging services (SMS, WhatsApp, etc.) and online meetings. After a month of intense advocacy efforts by NGOs and civil society groups – including multi-stakeholder meetings, various press statements, social media posts and private letters to the Sharia court – the Supreme Sharia Court Council issued an amendment to the circular,[61] though it stopped short of cancelling two of the most problematic articles relating to travel restrictions for women and children.

PNGO convened an urgent meeting in which all the stakeholders engaged collectively and publicly called for the amended circular to be annulled. One day later, the court council announced another amendment recognizing the right of all women to travel freely. Other contentious articles remained, however, and these were withdrawn only after several more weeks of mobilization and ultimately a meeting in person between a delegation of NGO representatives, including the women-led sector of PNGO and representatives of the ICHR, with the head of the Sharia court council. The advocacy committee drafted a letter highlighting the violations still contained in the circular, and this was crucial to exerting continued collective pressure from civil society, the media and political parties. Although the circular was not withdrawn completely, major changes to the articles concerning women's travel restriction were achieved.

While NGOs in Palestine have frequently joined forces with human rights groups for advocacy when rights violations have occurred, this campaign was unusual in that PNGO also mobilized the support of political parties as a key tactic in negotiations with religious leaders. Another crucial element of the collective advocacy effort was the approach of online mobilization, especially by women's and youth groups, which involved regular social media posts providing updates on judicial decisions and condemning rights violations, using plain language without technical legal jargon that the wider public could relate to.

TOOLS
AND GUIDES

TOOL #1
Defining the protection advocacy 'problem' and goal

What is the 'problem'? *(protection analysis)*	Brief explanation (3–5 sentences) – reference existing documents, including protection analysis, if available
What do we want to change? *(objective)*	One sentence on what we want to achieve
Why is this change necessary? *(what will happen if we do not act)*	Key messages: limit to 3–5 (each maximum 3 sentences) 1) 2) 3) 4) 5)

Relation with protection risks (if analysis available)

What is the related protection risk(s)? *(protection analysis)*	Bullet points for each protection risk related to the identified problem
How does the change contribute to reducing protection risks? *(protection analysis)*	**THREATS:** Short sentence on how the change contributes to reducing threats (if it does) **EFFECTS:** Short sentence on how the change contributes to reducing the effects of threats (if it does) **CAPACITIES:** Short sentence on how the change contributes to increasing capacities (if it does)

TOOL #2
Defining the protection advocacy objectives

Overall goal/aim of the influencing strategy

Overall headline statement of the proposed change sought through the influencing and campaign strategy. Should be succinct, compelling, and inspiring, focused on results of your influencing in terms of improvements in people's lives or the environment.

Specific objectives

Set out the specific changes you need to achieve at the various levels as a contribution to realising the overall goal.

1)

2)

3)

Adapted from the Oxfam *Influencing for Impact Guide*.

TOOL #3
Stakeholder mapping

WHO and HOW? Which organisations and individuals? How do they make decisions or exert influence?	WHAT? What is their goal and the issue they are addressing?	WHY? What motivates and interests them?	WHEN? Are there key decision-making moments?

TOOL #4
What your power and stakeholder analysis might mean for your strategy

Position on the map	Description of the actor	What to do
In between the two upper quadrants	Influential actors who are neutral on the issue	Persuade them to agree with you
Around the centre of the diagram	Potential allies who have a marginal interest in the issue	Persuade them that the issue is important
Upper right quadrant	Influential allies	Build alliances with them
Bottom right quadrant	Strong allies with low influence	Build their influence
Upper left quadrant	Opponents with high influence	Seek to influence them or decrease their influence
Bottom left quadrant	Opponents with low influence	Ignore and seek to isolate them
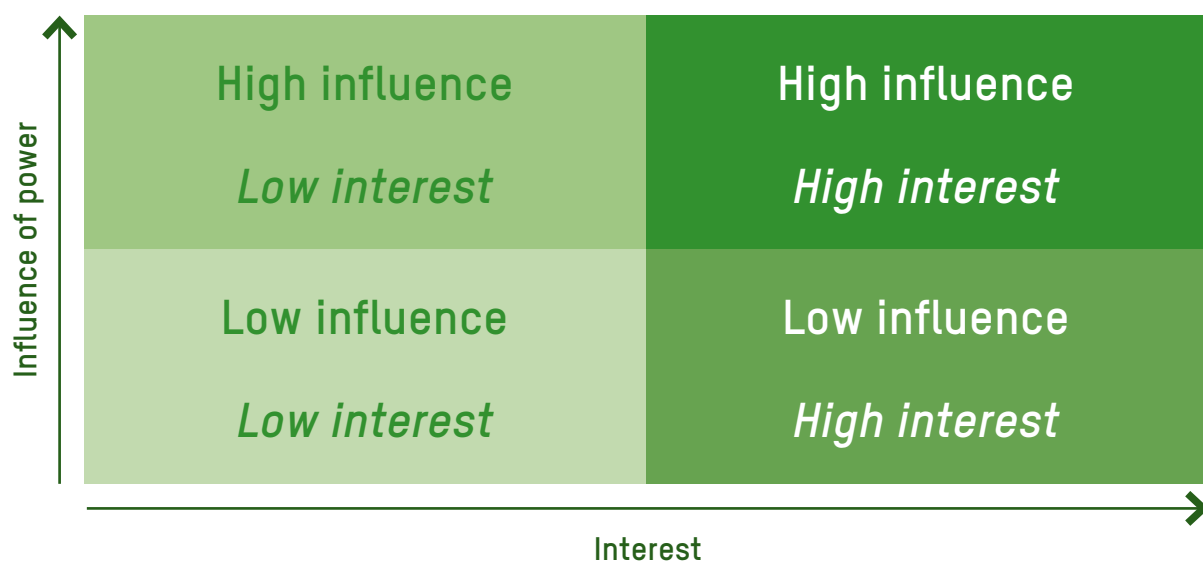
Source: INTRAC.

TOOL #5
Data Collection Plan Template

Hierarchy of objectives (Impact, outcome or output)	Indicators	Baseline (If possible)	Tools/method of verification

	Frequency of data collection	Responsibility	How to share the information (report/presentation)

DEBRIEF GUIDE

Debrief Basics

Debriefs are sessions for team members to take stock of an intense period of work or a big event. They're best when they're done right after the event when memories are fresh. They can range from a quick half-hour session, to a half day or more. Teams can also do 'summative' debriefs that look back over a longer period of time, like a year or a whole campaign effort.

Teams perform debriefs to assess how well objectives have been met and draw lessons to improve the results of future actions. In particular, debriefs are an opportunity for the team to look back to take stock of what has happened —"Did we achieve what we hoped?" and "What new opportunities are there?" This is also an opportunity to find ways to be more effective and more efficient, by asking "What went well?" and "What should we do differently next time?". Finally, the debrief is an opportunity to document and communicate accomplishments, learnings, and "Return on Investment" (ROI).

Basic guidance for running a debrief

➤ Start out with the objectives. Did we accomplish what we hoped? Did anything unexpected happen?
➤ Bring in evidence to inform assessments. What do we want to take stock of? (e.g. media coverage, meeting results, number of attendees, who attended, etc.).
➤ Make time to talk about "outcomes" and also "process" — both are important for improving performance.
➤ Capture the findings, evidence, and recommendations in a final report, PowerPoint, or other media to document and share.

The following sections provide more detail regarding how to prepare, run, and follow-up from a debrief. Oxfam America's 2010 International Women's Day (IWD) activities will be used as an example throughout.

2010 International Women's Day: *At a glance*

THE INTERNATIONAL WOMEN'S DAY ACTIVITIES INCLUDED THE FOLLOWING:

➤ 86 Sisters on the Planet ambassadors came to DC for a 2-day leadership summit
➤ 125 lobby visits with Congress and the Administration, including SOP ambassadors and OA staff
➤ several speakers, including 2 panel discussions
➤ an awards banquet on the first evening of the summit.

Before the debrief session

In order to maximise the effectiveness of the debrief session, it is important to plan well beforehand. The debrief should be based on the objectives of the event or action, specifically whether the team accomplished what they set out to do. Within these objectives, identify what evidence can help the team to assess progress towards the objectives, how to collect it, and who will do it. Since the debrief should take place within one week after the event or activity, a quick turnaround time is required to gather and analyse relevant data before the debrief. The challenge here is reaching the right balance between getting rich data and having realistic expectations of people's time to collect and analyse it.

CHECKLIST

☐ What are the objectives of the event or activity?

☐ What evidence or data will help assess the outcomes?

☐ How can we collect the data?

☐ Who is responsible for collecting and analysing the data?

☐ Schedule the debrief before the actual event takes place.

☐ Identify who needs to be in the debrief.

☐ Prepare a packet of materials for team members with a summary analysis and any relevant detail. Send beforehand, if possible.

☐ Prepare the agenda for the debrief

☐ Assign a note-taker and facilitator for the session

☐ Agree on format and distribution/sharing of materials.

DATA SOURCES INCLUDE

➤ Surveys
➤ Media hits
➤ Budget tracking
➤ Participant tracking
➤ Commitment cards
➤ Video/interviews
➤ Lobby visit notes

2010 International Women's Day: *Data Selection & Collection*

➤ The objectives of the summit were identified in the project plan, well in advance of the summit.
➤ Based on these objectives, project leads and MEL colleagues identified the evidence and data sources.
➤ The tracking mechanisms included 2 surveys (one for staff, one for ambassadors), Congress plus meeting notes.
➤ Before the event, the debrief was scheduled to be within a week after the summit—it was communicated to staff that this was mandatory.
➤ Immediately following the event, the evaluators sent out surveys and began collecting the data.
➤ A packet of materials was provided to team members at the debrief session.
➤ At the event, staff collected anecdotes from SOP Ambassadors before they left.

During the Debrief Session—Suggestions & Ideas

The essential questions are:

➤ "What happened?";
➤ "So what?"; and
➤ "What next?"

Who should be in the room?

Ideally all team members involved in the event or action should be in the debrief (this includes participants from other departments or those who were only involved in part of the process). Sometimes this is not possible, and a smaller group participates. Sub-teams can also do their own debriefs.

How much time do we need?

This depends on the level of the debrief — the amount of the time for the session could range from a half hour to a full day. In general, if the debrief is for a large event or a long-term campaign or project, a half day to a full day could be needed (each team and debrief is different, so use your own judgement).

Do we need a facilitator?

This depends on the level of the debrief. For a big event, such as the IWD activities, a facilitator is very valuable in terms of keeping the team on track and allowing all team members to be engaged in the conversation. On the other hand, if the debrief is for a very small-scale activity, the team leader may feel comfortable facilitating the discussion. Facilitation roles can also be shared.

What should be in the room?

Agenda, flipcharts, markers, handouts (with data), a computer and projector if needed; post-its or scrap paper. As mentioned above, the debrief session should be framed around the objectives.

In addition to discussing the outcomes of the event or activity, the debrief should include a discussion around the 'process'. Both of these components provide valuable lessons and can help the team to improve their efforts in the future.

The general outline of a debrief session might include the following to discuss the impacts and process. Please keep in mind these are suggestions, not the only way to structure a debrief.

What Happened?

➤ Review of data collected, framed by objectives
➤ Feedback and additional information provided by team
➤ Surprises, unexpected outcomes, new insights
➤ Possible questions: 'Did we achieve what we hoped?'; 'What went well?'; 'What would we do differently next time?'

So What?

➤ What can we learn in terms of how effective we were in achieving the objectives?

➤ What have we learned in terms of developing these types of strategies?

➤ What can we learn in terms of the 'process' of implementing this type of event, action, or campaign?

What Next?

➤ How can we ensure that these learnings are implemented in similar events, actions, or campaign activities in the future?

➤ What follow-up is required? Who will be responsible?

➤ How will we document and report-out after the debrief? Who will be the audience(s) (e.g. OA Staff, ELT, the department, team members). It may be necessary to have multiple methods of reporting. For example, a Padare posting, a report, presentation at a meeting, and/or headlines from the debrief.

The debrief session is enhanced by providing a summary of the data analysis, but it's important to keep in mind that there needs to be plenty of time for the team to discuss — both in response to the data analysis and also regarding information that was not captured by the analysis, but is valuable nonetheless.

It is also important to have a note-taker to capture all of the feedback provided.

Finally, it's not necessary but can be valuable to include an icebreaker or some sort of "pat on the back" activity, such as showing a slide show from the event or highlights of achievements.

CHECKLIST

➤ **Identify a timekeeper and a note-taker**

➤ **Have all materials and equipment in the room:**
- Agenda
- Flipcharts
- Markers
- Handouts
- Laptop
- Projector
- Post-its or scrap paper

➤ **Include in the agenda:**
- An overview of the objectives for event or activity
- Review tracking data for each objective
- Analyse contributing factors
- Ensure there is plenty of time for discussion and feedback from all team members
- Update power analysis, if needed
- Reconstruct timeline, if needed
- Identify areas that require follow-up and who will be responsible
- Decide, generally, how the team will report-out

After the Debrief Session

Once the debrief session is completed it is important for the team to follow-up on any items identified during the debrief and to ensure that the learnings are accurately documented and shared with all team members and other relevant staff in the agency.

CHECKLIST

➤ **Ensure all follow-up is completed**
➤ **Pull together headlines of notes from the meeting, provide to all team members**
➤ **Implement a communication plan—i.e. report, webinar, PowerPoint presentation, Padare posting, etc**
➤ **Ensure that the final versions of important documents are clearly labelled and stored on the M:drive and/or Padare. This includes:**
  ✔ Debrief agenda
  ✔ Summaries of data collected, along with the raw data
  ✔ Notes from the debrief session
  ✔ Final report(s) (could be a document or presentation)

Example: 2010 International Women's Day

AFTER THE DEBRIEF, THE IWD TEAM DID THE FOLLOWING:

➤ Followed-up with event participants and members of Congress (following lobby visits)
➤ Circulated notes from the debrief
➤ Developed a report

TOOL #7
Capturing a Significant Policy Achievement

PEAK ACHIEVEMENT TEMPLATE

What is this tool used for?

This template allows you to quickly capture and share a significant policy and campaign achievement, contributions, and lessons learned.

How and when is it used?

This template can be used by policy and campaign teams after a significant policy or campaign achievement.

The team may complete this template in multiple ways and with varying levels of rigor. The team may choose to answer the questions based on the existing knowledge within the team and/or to gather additional evidence. The team may answer the questions by holding a team debrief to discuss the topics or they may assign members of the team to draft the write-up or use combination of both approaches.

Description

1. **Fill in the template that follows (next page):**
2. **Attach any relevant documentation (e.g. emails, tracking reports, media hits).**

   Note: The team may make changes to the template as needed.

Peak Achievement

NAME:

DATE:

Original Objectives

What were you hoping to achieve at the start of the project? Which objectives were most important?

Key Achievement

What happened and why is it significant?

Contribution and Evidence

What did we contribute*? How do we know we that our efforts contributed to the outcome†?

Other Factors: External Context and Others' Contribution‡

What **other** factors also shaped and led to this outcome? What was the influence of the external context? Were other groups and people involved?

Alternative Explanations

What are other explanations for why this happened? What evidence do we have that the outcome was not a result of these other factors?

* What did we do that contributed to this happening? What prior relationships, publications, media work, events, alliance work, constituent engagement, etc. contributed to this? (Attach & list any relevant supporting documents like sign-on letters, e-actions, tallies of e-actions taken, media hit analysis, etc.)

† List out the specific evidence that backs up our claims of contribution. Eg: (1) public statements by policymakers using our policy analysis (2) media coverage highlighting our leadership within a coalition on the issue, (3) response-rate to e-actions showing we generated significant constituent pressure in the run-up to a specific vote, etc. Attach any relevant back-up data or analysis.

‡ What did OTHERS do? Who else was significantly involved? How much of the outcome can we REASONABLY claim is due to OUR efforts, as opposed to others' efforts or simply external forces that are outside our control? A reasoned, well-argued, and plausible case that is substantiated with evidence will usually meet the standard of for claiming contribution. In policy advocacy, we almost NEVER claim full attribution (100% responsibility for an outcome).

Basic Value for Money

What resources, both staff time and money spent, where invested in this project? How effective were these resources/tactics in reaching the objectives?

Lessons Learned

What have we learned? How could we get this kind of result more often?

TIMELINE RECONSTRUCTION SESSION PROCESS GUIDE

What is this tool used for?

This is used to map how change has happened and understand our contribution to the change.

How and when is it used?

This can be used by teams in periodic strategic reviews sessions to identify areas of progress in reaching the team's goals, contribution and lessons learned.

Note: This is a light-touch process designed to stimulate thinking and discussion among team members; it does not replace an evaluation.

Description

Set-up

☐ Flipcharts on wall with key dates, activities and events of the past quarter (or another time period) on a timeline, as a memory aid.

☐ A copy of the strategy or operational plan as a memory aid.

Reconstruction of policy and politics wins *(45 mins)*

➤ Solicit the team's own priority sense of key politics* or policy wins[†] during the past quarter. People use sticky notes to put up their ideas. *(10 min)*

➤ Identify a short list to focus on (3 – 5) using sticky dots to vote. *(10 min)*

➤ Working in groups of three or four, reconstruct the 'causal pathways' that led to the outcome. Like reconstructing a chain of events or chain of evidence. Once that is finished, highlight and describe how you contributed to the win (e.g. lobby work, text for draft legislation contributed, shaping a coalition platform, etc.). *(25 min)*

Drawing lessons for strategy going forward *(45 mins)*

➤ Gallery walk: One person from each team stays with their reconstruction, while others circulate amongst the other reconstructions. The 'host' briefly explains the reconstruction, highlighting what the team felt were the critical contributing factors and take-aways. *(15 min)*

➤ The whole team steps back, to see what lessons can be drawn across the wins. Are there commonalities?

Surprises? Missed opportunities? Things we should be doing more of? Less of? Were there differential experiences of the change process and outcome(s) for different genders or groups (male vs female, older vs younger participants, etc.)? *(30 min)*

Outputs

➤ A list of policy & politics wins for the past quarter

➤ Documentation of your contribution or your team's contribution to the most significant wins

➤ Strategic analysis of effective approaches to feed into the rest of the strategy session

➤ Evaluative documentation (using a voice recorder during open discussions and gallery walk to capture the conversation and analysis and using the sticky notes themselves to document the causal pathways for priority wins).

*POLICY WINS

➤ Changes in policy or practice (public or private sector), at national, regional, or global level that we can plausibly link to engagement.

➤ Includes both positive changes and avoided negative changes. Includes actual changes in policy, intermediate steps, such as the introduction of legislation, and measurable improvements in policy.

†POLITICS WINS

➤ Increased political power, access, influence, and relevance that improves our ability to achieve wins now and in the future.

➤ Includes: access to policymakers, product distribution, shifts in terms of debate, media penetration, and online relevance. Public statements and actions by decision-makers and influencers, new or strengthened relationships, champions, conventions, events, report launches, testimony, briefings, etc.

PESTLE TOOL

How to use PESTLE

1. For each of the below categories, list the external factors which could either directly cause problems or affect the consequences of the problems

- **P**olitics
- **E**conomics
- **S**ocial
- **T**echnological
- **L**egal
- **E**nvironmental

2. Identify which of these may be most significant – either as opportunities or threats. Think about how they affect people differently regarding age, gender, and diversity.

3. Agree on the five key trends that are most important for the issue.

POLITICS

TOPICS

- Government stability
- Corruption levels
- Censorship
- Political factions and coalitions
- Civil unrest or demonstrations
- Regional and international relationships

GUIDE

- What are the relevant political factors and trends in the country, including the government, legislature, control/lack of control over the judiciary, as well as other political movements and pressure groups? Consider also how they are responding to relevant international standards (e.g. treaty commitments or membership of regional bodies).

- Research what ministers and prime ministers/presidents are saying. Review their recent speeches and monitor whether they have made relevant commitments in electoral manifestos or government plans and whether they have delivered on these commitments. It is also worth reviewing relevant ministry publications such as policy papers to see what targets have been set, whether they are in line with the advocacy agenda and whether they are being met.

- Party politics may also have a bearing on decision making. It is important to review relevant debates in parliament to see whether there is agreement for the government's position. It is also important to identify which political actors are likely to oppose the advocacy coalition's proposed agenda and to consider its response.

Economics

TOPICS

➤ Economic growth
➤ Inflation rate and access to basic goods
➤ Trade restrictions
➤ Unemployment rate
➤ Levels of poverty

GUIDE

What are the economic factors and trends in the country (including where the government gets its money, the main private sector employers, income distribution and levels of poverty)? Resources are often contested, so it is important to analyse the main sources and levels of revenue for the government or in the sector that is being targeted to chart budget trends and, ultimately, what is economically feasible. It is also worth considering potential capacity constraints for civil servants of service providers, as it is they who will have to implement the proposed changes. a coalition's proposed agenda and to consider its response.

Social

TOPICS

➤ Population growth
➤ Age distribution
➤ Health consciousness
➤ Cultural behaviours and traditions
➤ Ethnic or religious composition

GUIDE

What are the relevant social factors and trends in the country (including demographic information, education and health statistics, employment rates, land ownership, media freedom, religious affiliations, of different parts of society)? Consider the key factors contributing to poverty and gender inequality.

Technological

TOPICS

➤ Levels of innovation and automation
➤ Internet access and social media culture
➤ Technological change
➤ Cybersecurity environment

Guide
What are the technological factors and trends in the country (including information technology, infrastructure, access to telecommunications and broadcast media, etc.)?

Legal

TOPICS

➤ Anti-discrimination laws (ethnicity, gender, religion)
➤ Employment laws
➤ Property and access laws
➤ Health and safety laws

GUIDE

What are the legal factors and constraints that are relevant to the advocacy work? The proposed agenda is likely to have some legislative precedent, so it is important to review articles in the constitution, laws, policies and plans relevant to the issue. Reforms may have already been attempted, so it is worth analysing the history of these reforms and identifying current bottlenecks. It is also important to identify whether oversight bodies such as human rights commissions or ombudsmen have a mandate to take action, and whether they are actually taking up cases relating to the issue.

Environmental

TOPICS

➤ Weather and climate
➤ Environmental policies
➤ Natural hazards
➤ State of essential resources (water, crops, etc.)

GUIDE

What are the major environmental trends in the country (including deforestation, pollution, drought/flooding, agriculture, etc.)? How much does climate change affect the issue on which the coalition of organisations is considering advocating? If it is a factor, how can the coalition response take it into account?

TOOL #10
Quick and Simple Matrix*

Proposed activity	Anticipated benefits to the community *(Optional: to partners)*	Potential or actual risks to the community, partners and/or partners	How might these risks be prevented, mitigated, or managed?	Actions/adaptations agreed by management *(Optional: by whom and by when)*

* Adapted from Oxfam's Risk Matrix

The matrix should be updated on a regular basis to monitor risk and will require the involvement of managers who can make informed judgements about the activities to be carried out.

TOOL #11
Traffic light system

Do the benefits outweigh the likely risks?

You can use a 'traffic light' system to assess the risks:

GREEN	AMBER	RED
Opportunities outweigh risks, which are not seen as significant. Proceed to run the risk but monitor.	The situation is more equally balanced between opportunities and risks; proceed with caution. More rigorous mitigation and monitoring required.	Risks far outweigh opportunities. Avoid the risk by not proceeding with the activity.

OPPORTUNITY:

Key stakeholders affected:

Key stakeholders who can influence decisions:

RISK SCENARIO (WHAT COULD HAPPEN/TYPE OF RISK):

Probability: **High / Medium/ Low**

Impact: **High / Medium/ Low**

Weighting: are benefits perceived to outweigh likely risks?   **Yes / No**

Status: ■ **Green** / ■ **Amber** / ■ **Red**

Actions:

TOOL #12
Risk overview

	Risk	Risk target	Probability	Impact	Risk rating	Mitigating actions
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

TOOL #13
Risk matrix – parameters: likelihood/impact

		Impact *(See next page for examples)*				
		Insignificant	Minor	Moderate	Major	Extreme
Likelihood		1	2	3	4	5
VERY HIGH Almost certain, extremely likely *>90% probability*	5	5	10	15	20	25
HIGH Very likely, will probably occur *60–90% probability*	4	4	8	12	16	20
MEDIUM Likely to happen *40–59% probability*	3	3	6	9	12	15
LOW Possible but unlikely *10–39% probability*	2	2	4	6	8	10
VERY LOW Conceivable but extremely unlikely *<10% probability*	1	1	2	3	4	5

Examples of impact

Insignificant	Minor	Moderate	Major	Extreme

♥ SAFETY AND SECURITY

Insignificant	Minor	Moderate	Major	Extreme
No changes in safety and security.	Minor implications for staff and infrastructure; increased tensions in camps when agencies are present.	Aggressive outbursts towards agency staff.	Minor demonstrations against agencies; threats against colleagues; small stones thrown at moving vehicles.	Violent demonstrations causing offices to close/hibernate; physical attacks on staff.

⚙ OPERATIONS, PROGRAMMATIC, AND STRATEGIC

Insignificant	Minor	Moderate	Major	Extreme
Insignificant impact on operations and programmes.	Camps not closed and access maintained, but increased barriers to travel authorisation and visas. No impact on programmes outside conflict areas.	Denial of access to all camps around conflict areas.	Unable to operate in conflict areas and instructed to close field offices.	Not able to operate in the country.

💬 REPUTATIONAL AND ORGANISATIONAL CULTURE/VALUES

Insignificant	Minor	Moderate	Major	Extreme
Negligible impact; occasional mentions or rumours on social media.	Brief media coverage about the conduct of the agencies involved; questions raised by donors and other key stakeholders but no immediate impact.	Critical press coverage over longer period of time; loss of trust in coordinating structures within country; potential loss of funding opportunities due to trust deficit.	Key stakeholders threaten to remove their association with and support for agencies; loss of funding in country.	Key stakeholders disassociate themselves from agencies; extremely negative public opinion of agencies globally; loss of private donations.

♥ HEALTH OF PRIMARY STAKEHOLDERS

Insignificant	Minor	Moderate	Major	Extreme
No change in overall health.	Minor increase in non-lethal health issues.	Reversible health impacts; minor outbreaks of non-lethal disease.	Permanent health damage and increased fatalities; major disease outbreaks.	Large fatal disease outbreaks; high level of fatalities.

NOTES

NOTES

1. https://reliefweb.int/report/world/2023-global-humanitarian-overview-presentation-global-humanitarian-overview-under-secretary-general-humanitarian-affairs-and-emergency-relief-coordinator-martin-griffiths-geneva-1-december-2022

2. Read more about protection risk analysis as a framework for decision making and the risk equation on page 9 in the DG ECHO Thematic Policy Document no 8 Humanitarian Protection (2016) which can be found here: https://ec.europa.eu/echo/files/policies/sectoral/policy_guidelines_humanitarian_protection_en.pdf

3. The IASC Policy on Protection in Humanitarian Action can be found here: https://interagencystandingcommittee.org/iasc-protection-priority-global-protection-cluster/iasc-policy-protection-humanitarian-action-2016

4. For more on feminist influencing, please see Oxfam's Guide to Feminist Influencing here: https://oi-files-d8-prod.s3.eu-west-2.amazonaws.com/s3fs-public/file_attachments/oxfams_guide_to_feminist_influencing_english.pdf

5. ICRC (2018). From page 21 of the abridged version of the ICRC Professional Standards for Protection Work which can be found here: https://www.icrc.org/en/publication/4342-professional-standards-protection-work-2018-abridged-edition

6. For further information about how to use evidence of protection risks identified through a shared analysis, refer to the Global Protection Cluster's Protection Analytical Framework (PAF) here: https://globalprotectioncluster.org/field-support/Protection-Analytical-Framework

7. Relevant international law referring to e.g., International Humanitarian Law, International Human Rights Law, and International Refugee Law

8. From the CIVIC Toolkit: Advancing the Protection of Civilians in Conflict which can be found here: https://civiliansinconflict.org/wp-content/uploads/2022/08/CIVIC_Advocacy_Guide-English.pdf

9. Figure adapted from the Oxfam Influencing for Impact Guide here: https://oxfamilibrary.openrepository.com/bitstream/handle/10546/621048/gd-influencing-for-impact-guide-150920-en.pdf?sequence=1).

10. The Theory of Change is explained further in section 2.

11. Graphics from https://www.heatproject.eu/articles/stakeholder-mapping-for-advocacy-campaigns/

12. You can also explore the Oxfam Quick Guide to Power Analysis here: https://oxfamilibrary.openrepository.com/bitstream/handle/10546/313950/ml-quick-guide-to-power-analysis-210214-en.pdf?sequence=1

13. For further guidance on engagement with national authorities, please see these guidance documents from OHCHR https://www.ohchr.org/sites/default/files/Documents/Publications/Chapter31-24pp.pdf or the Centre for Asia Pacific Refugee Studies https://cdn.auckland.ac.nz/assets/education/about/research/CAPRS/Final%20Practice%20Guide_%20Engaging%20Decision%20Makers%20GM%20CAPRS%20May%202022.pdf

14. You can find the policy paper here: https://odi.org/en/publications/protection-of-civilians-learning-from-icrcs-roots-of-restraint-in-war-study/

15. Find the documents here: https://www.genevacall.org/documents/

16. Read more about managing counterterrorism risks here: https://www.nrc.no/toolkit/principled-humanitarian-action-managing-counterterrorism-risks/

17. Please see HPG briefing note: Complementary approaches between international and local protection advocacy here: https://cdn.odi.org/media/documents/Advocacy_IP_National-international_collaboration_web_mhVpyZK.pdf

18. For an example read: https://odi.org/en/publications/advocating-together-to-strengthen-protection-collective-efforts-of-international-and-national-organisations/

19. https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/2020_sg_call_to_action_for_hr_the_highest_aspiration.pdf

20. https://www.ipinst.org/wp-content/uploads/2022/03/UN-Agenda-for-Protection-PDF.pdf

21. https://interagencystandingcommittee.org/iasc-protection-priority-global-protection-cluster/iasc-policy-protection-humanitarian-action-2016

22. For an example look at the WWF Policy and Advocacy Toolkit here on pages 29-31: https://awsassets.panda.org/downloads/Policy_and_Advocacy_Toolkit_300617.pdf

23. HPG (2022) Influencing states' policy and practice on the protection of civilians. The document can be found here: https://cdn.odi.org/media/documents/Influencing_states_policy.pdf

24. HPG (2021) Collaborative advocacy between humanitarian and human rights actors, can be found here: https://cdn.odi.org/media/documents/Advocacy_IP_Collaborative_advocacy_web.pdf

25. For an example, look at the IASC Reference module for Cluster Coordination here: https://interagencystandingcommittee.org/iasc-transformative-agenda/iasc-reference-module-cluster-coordination-country-level-revised-july-2015

26. ICRC (2001) Professional Standard of Protection Works, found here: https://www.icrc.org/en/doc/assets/files/other/icrc_002_0999.pdf

27. See HPG (2022) Influencing states' policy and practice on the protection of civilians, here: https://cdn.odi.org/media/documents/Influencing_states_policy.pdf

28. Graphics from: https://civiliansinconflict.org/wp-content/uploads/2022/08/CIVIC_Advocacy_Guide-English.pdf

29. Please see Oxfam's Influencing for Impact Guide: How to deliver effective influencing strategies. https://policy-practice.oxfam.org/resources/influencing-for-impact-guide-how-to-deliver-effective-influencing-strategies-621048/

30. Please see: https://www.globalprotectioncluster.org/emergencies/protection-analysis-updates

31. Please see: https://odi.org/en/about/our-work/advocating-for-humanity-opportunities-for-improving-protection-outcomes-in-conflict/

32. The report can be found here: https://cdn.odi.org/media/documents/Influencing_states_policy.pdf

33. The CIVIC Advocacy Guide can be found here: https://civiliansinconflict.org/wp-content/uploads/2022/08/CIVIC_Advocacy_Guide-English.pdf

34. From the CIVIC Advocacy Guide

35. The INTRAC Toolkit for small NGOs can be found here: https://www.intrac.org/wpcms/wp-content/uploads/2022/06/BA-Advocacy-Toolkit.pdf

36. Please see the Oxfam MEL of Influencing Toolkit here: https://melofinfluencing.org/

37. CIVIC Advocacy Guide here: https://civiliansinconflict.org/wp-content/uploads/2022/08/CIVIC_Advocacy_Guide-English.pdf

38. For instance, from the Oxfam MEL of Influencing Toolkit here: https://melofinfluencing.org/

39. Please visit https://www.civicus.org/monitoring-toolkits/toolkit/outcome-harvesting/

40. Also see ALNAP The value iceberg: weighing the benefits of advocacy and campaigning: https://www.alnap.org/help-library/the-value-iceberg-weighing-the-benefits-of-advocacy-and-campaigning

41. From: https://www.intrac.org/wpcms/wp-content/uploads/2022/06/BA-Advocacy-Toolkit.pdf

42. Figure from CIVIC's Advocacy Guide https://civiliansinconflict.org/wp-content/uploads/2022/08/CIVIC_Advocacy_Guide-English.pdf

43. Please refer to: https://www.iso.org/news/ref2263.html

44. ERM has its roots in the private sector but has value in all sectors, including entities in the United Nations system. In its resolution 61/245, adopted in 2006, the General Assembly endorsed the adoption of ERM in the UN system to enhance governance and oversight.

45. Please see https://www.globalprotectioncluster.org/themes/protection_mainstreaming

46. For more on Safe Programming, please see https://www.oxfamwash.org/en/communities/safe-programming

47. For instance, see: https://cdacollaborative.org/what-we-do/conflict-sensitivity/

48. List from GISF Security to go: a risk management toolkit for humanitarian aid agencies which can be found here: https://gisf.ngo/resource/security-to-go/

49. Figure from Civic Advocacy Guide (https://civiliansinconflict.org/wp-content/uploads/2022/08/CIVIC_Advocacy_Guide-English.pdf

50. Please read more about incentive and perceptions of risks from the ODI report found here: https://odi.org/en/publications/protection-advocacy-by-ingos-in-armed-conflict-situations-breaking-the-barriers/

51. https://reliefweb.int/report/syrian-arab-republic/nearly-120-schools-damaged-northwest-syria-floods-thousands-children

52. The Syrian Women's Advisory Board is part of the Humanitarian Liaison Group (HLG), equivalent to the Humanitarian Country Team (HCT) in other contexts, and it directly advises the Humanitarian Coordinator (HC). The HLG is considered by the local humanitarian community to be the highest decision-making space for the north-west Syria response.

53. Education Directorates are local-level bodies responsible for education policies, coordination and management in the provinces of Idlib, Latakia, Hama and Aleppo in the north of Syria. They are run by local leaders, de facto authorities and independent groups, but there is little coordination between them.

54. https://hrs.ngo

55. The 10 actions are: appropriate use of local languages in all meetings and documents; participation by affected persons on the advisory boards of funding mechanisms; validation by representatives of affected people of the Humanitarian Needs Overview (HNO) and Humanitarian Response Plan (HRP); facilitating the inclusion of diverse voices and paying special attention to the needs of women, children, youth, elderly persons and people with disabilities; prioritizing gender equality in all humanitarian coordination mechanisms; ensuring the participation of affected persons in humanitarian coordination meetings; ensuring direct engagement by cluster coordinators with affected communities; facilitating two-way communication between affected persons and humanitarian leaders and decision makers; strengthening Syrian civil society and ensuring that Syrian humanitarian organizations are central to all efforts to engage with affected persons; and strengthening feedback mechanisms. For more details, see: https://phap.org/PHAP/Events/OEV2022/OEV220503.aspx and https://www.humanitarianresponse.info/en/operations/stima/document/action-plan-change

56. Inter-Agency Standing Committee (IASC). (2010). IASC Framework on Durable Solutions for Internally Displaced Persons. https://interagencystandingcommittee.org/other/iasc-framework-durable-solutions-internally-displaced-persons and the Durable Solutions Indicator Library. https://inform-durablesolutions-idp.org/indicators-2/

57. European Council on Foreign Relations (ECFR). (n.d.). Mapping Palestinian Politics. Introduction: Civil society. https://ecfr.eu/special/mapping_palestinian_politics/introduction_civil_society/

58. Office of the High Commissioner for Human Rights (OHCHR). (2022). Fourteenth periodic report on the human rights situation in the Occupied Palestinian Territory (A/HRC/49/83) pursuant to Human Rights Council resolutions S-9/1 and S-12/1. Covering the period from 1 November 2020 to 31 October 2021. https://www.ohchr.org/en/statements/2022/03/occupied-palestinian-territory

59. For more on the judicial system of OPT, see ECFR. (n.d.). Mapping Palestinian Politics: Justice system. https://ecfr.eu/special/mapping_palestinian_politics/justice_system/

60. See https://images.alwatanvoice.com/news/images/3911129616.jpg; https://www.alwatanvoice.com/arabic/news/2021/02/14/1398515.html

61. The Higher Sharia Court Council issued on 21st of February judicial circular no. (02/2021) that amends the first circular no. (01/2021).

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