Lobby and advocacy guide

CONTENTS

CHAPTER 1

INTRODUCTION

"Like slavery and apartheid, poverty is not natural. It is man-made and it can be overcome and eradicated by the actions of human beings."

Nelson Mandela

Poverty and exclusion are largely caused and maintained through unequal power relationships at all levels. It is part of the Civic Engagement Alliance's mission to address the unequal power relations within countries as well as between the South and the North. For this purpose the Civic Engagement Alliance engages with decision-makers at national and international level. By using lobby and advocacy the Alliance tries to exert influence on specific policy decisions and increase and stimulate the participation and emancipation of civil society organizations worldwide.

This guide brings together the expertise and best practices of the Civic Engagement Alliance and its partner organizations in the field of lobby and advocacy. This guide intends to provide a better understanding - both among lobbyists and non-lobbyists - of what lobby and advocacy entails and what may and may not be achieved by engaging in lobby and advocacy activities. The purpose is to offer step by step suggestions for developing lobby and advocacy strategies in order to effectively influence policy and decision-makers so as to be a true catalyst of change.

What is lobby and advocacy?

The overarching objective of any lobby and advocacy strategy is to influence decision-makers in order to advance and improve conditions for a selected target group. Decision-makers can be politicians and policy-makers as well as other crucial decisive stakeholders, such as international companies, but also church leaders or community leaders.

Both lobby and advocacy increase the scope of influence to change policies and achieve structural change in key areas such as agriculture, health, education or trade.

ADVOCACY OR LOBBY?

Advocacy	
Lobbying	Advocacy campaigns

This guide defines two different types of advocacy: 'advocacy campaigns' and 'lobby'. They are described below.

Advocacy campaigns

Campaigning methods are often used to enforce changes by making demands. Most of the time these methods are primarily used to send out information to get a specific message across or to mobilize people in order to weaken the position of a particular decision-maker.

Examples of advocacy campaigns
• demonstrations
• petitions
• press releases – press conferences
• newspaper articles, columns
• media campaigns
• lawsuits

Lobby

Lobbying is a specialized form of advocacy. It is a strategic, planned and informal way of influencing decision-makers. Characteristics are: open (two-way) communication, influencing by linking the interests of different stakeholders, creating win-win situations and investing in long-term relationships with decision-makers.

Examples of lobbying
- personal letters
- face-to-face meetings with decision-makers (such as MPs in Parliament)
- informal contacts at receptions (e.g. at Embassies, Ministries)
- working visits with decision-makers
- personal exchanges over the telephone
- drafting of joint strategies

ADVOCACY OR LOBBY?

Outsider ← Advocacy → Insider			
Weaken decision-maker	Force change on decision-maker	Convince decision-maker through constructive argument	Process of joint learning with decision-maker
Advocacy campaigns (win-loose)		Lobbying (win-win)	
Attack	Confront	Persuade	Cooperate
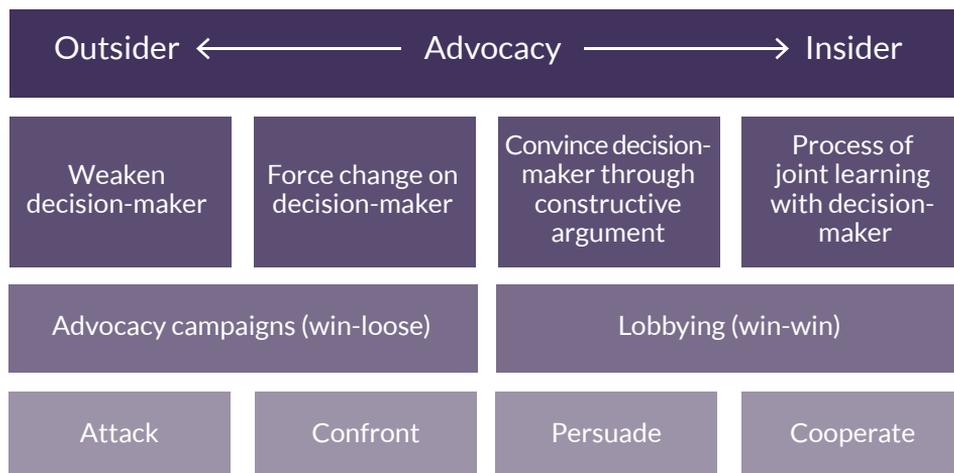
Limits

The tools and methods used will highly depend on the context and setting you are operating in. In case you have limited political space or access to politicians to engage in a constructive dialogue you might be more inclined to organize a demonstration or a petition. Whereas in some countries or on specific topics more can be achieved through personal dialogue or through close collaboration. It is important to define your own terms of engagement. Carefully analyze the ways which are likely to generate the highest impact.

At the same time, be aware that it will be impossible to realize all your objectives at once. You are not in power yourself, you are not the decision-maker. It is also important to communicate this clearly to your beneficiaries. Set realistic goals. In the end, it is the decision-maker who decides on your influencing space. However, by playing it smart, you may create more space.

An extra limit to lobbying is that it is often necessary to compromise as you try to create a win-win situation (instead of a win-lose). An advantage of lobbying however is that, as you are presenting possible alternatives and solutions, it poses less of a threat to decision-makers than simply 'dumping' problems on their desks.

GOOD LOBBY REQUIRES SOME DEGREE OF CONSENSUS

EXAMPLE: IMPROVEMENT OF LABOR RIGHTS IN THE INDONESIAN PALM OIL SECTOR

An example of combining advocacy and lobby activities in order to be as effective as possible in reaching the envisaged objective of the developed strategy, is the case of labor rights violations in the Indonesian palm oil sector. Within the program of the Civic Engagement Alliance CNV Internationaal commissioned an independent research - conducted by SOMO - on working conditions in two palm oil plantations in Indonesia. The research report was shared with the targeted companies so they could react and was published including their remarks.

A small public advocacy campaign was conducted to ask attention of the broader public (advocacy) and simultaneously dialogue started with the two companies to see if they could be convinced of improving the conditions on their plantations (lobby). Finally, the research was used to ask European Commissioner Malmström to take the severe violations of labor conditions in Indonesia into account during the negotiations for the EU - Indonesia Comprehensive Economic Partnership Agreement (CEPA) (lobby).

CHAPTER 2

STRATEGIZING ON LOBBY AND ADVOCACY

Effective lobby and advocacy requires strategizing. Making use of opportunities as they present themselves is one thing, but it is always good to ask one's self: *Why are we carrying out this activity? Why are we targeting that decision-maker?* And to follow this up with the question: Does it contribute to achieving our objective? To be more efficient and to prevent you from getting distracted (e.g. by the media and the "issues of the day"), it is vital to have a clear strategy available for all those involved. This will help to set realistic goals and promote strategic thinking. It will also help assess the impact of specific lobby and advocacy activities.

To facilitate strategizing on lobby and advocacy, you can use project plans. A good project plan will prevent people from being distracted by other more ad hoc activities, and it will stimulate them to cooperate with others inside and outside the organization, network or programme coalition. As such, the use of project plans contributes to a better coordination and more effective lobby and advocacy.

*The Civic Engagement Alliance uses a **10 STEP** approach for the development of effective lobbying and advocacy strategies.*

These steps, including tools to implement them, will be further explored in the next chapter. It should be noted that these steps are part of a circular and ongoing process: upon completion of step 10, the process must be continued by returning to step 1.

STEP 1

CLARIFY THE OBJECTIVES OF YOUR ORGANIZATION, NETWORK OR PROGRAM COALITION

What is the mission of the organization, network or coalition? What are the objectives, and what is the target group?

STEP 2

DEFINE YOUR TARGET GROUP

For whom are you doing this (beneficiaries)? How can you involve the target group, to define their interests and perceptions? Make sure that the voices of people within your target group who are less often heard (such as youth, women, people with disabilities) are also included.

STEP 3

CHOOSE YOUR LOBBYING AND ADVOCACY GOAL AND SET OBJECTIVE(S)

Elaborate SMART lobby and advocacy goals and objectives. Differentiate between the scope of concern and the scope of interest: What do you want to achieve and what can you achieve realistically? Less is more!

STEP 4

IDENTIFY STAKEHOLDERS

What are the opportunities and threats in the outside world? Who are other important stakeholders? Are there other groups that might undermine what you want to achieve? Can you identify other networks with whom you might collaborate?

STEP 5

DEFINE THE DECISION-MAKERS

Who do you aim to influence? Who are the decision-makers? What are their positions and interests? What are the various (official) procedures? Which phase in the decision-making process have you arrived at? Is there still room for influencing?

STEP 6

PREPARE YOUR ORGANIZATION, NETWORK, COALITION FOR LOBBY AND ADVOCACY

Which are the methods and techniques that your organization, network or coalition is capable of using? What are the internal procedures of your organization for lobby and advocacy? What is the added value of the organization, network or coalition in relation to the topic?

STEP 7

CHECK WHETHER LOBBY AND ADVOCACY IS THE RIGHT INSTRUMENT

Is lobby and advocacy still the most effective option to influence? Or should other methods and instruments be considered?

STEP 8

DEVELOP A LOBBY AND ADVOCACY ACTION PLAN

Define the methods you intend to use and the resources you have at your disposal. Set a clear timetable and define responsibilities (who is doing what, when and why?). Integrate the indicators for monitoring and evaluation (see step 10). Involve your target group in the design.

STEP 9

IMPLEMENT THE LOBBY AND ADVOCACY ACTION PLAN

Carry out the lobby and advocacy action plan! Wherever possible, involve your target group in the implementation and create a platform for them to raise their own voice (especially those whose voices are less often heard).

STEP10

ENSURE MONITORING, EVALUATION AND FOLLOW-UP OF YOUR ACTIVITIES

Develop a practical monitoring and evaluation system by using e.g. a lobby logbook to keep track of the results and impacts of your lobby and advocacy efforts and to allow your strategies to be readjusted according to changes in the internal or external environment.

CHAPTER 3

A CLOSER LOOK AT EACH STEP

Clarify the objectives of your organization, network or coalition

WHY?

The **vision, mission and objectives** of your organization, network or coalition need to be clear to all staff in particular to those members of staff who maintain the 'outside' contacts with decision-makers, other civil society organizations and/or companies.

There needs to be a degree of consensus within the organization, network or coalition on the relevance of lobby and advocacy. If there is no such consensus, the risk of losing common ground further on in the influencing process will be considerable. This can have negative effects on the organization, network or coalition's credibility, both in the eyes of decision-makers and / or the general public.

TOOLS TO CLARIFY THE OBJECTIVES OF YOUR ORGANIZATION, NETWORK OR COALITION

- Organize **regular discussions** with staff about the role and the added value of the organization, network or coalition in society. Topics for discussion must include: Where does our legitimacy and credibility derive from? How are we perceived by external contacts, the wider general public, other organizations and (governmental) institutions? Many of these perceptions may be misguided, thus reducing willingness to cooperate. E.g., certain civil servants may perceive farmer groups as being ´backward´ and not very well organized. As such these civil servants might be less inclined to engage in a constructive dialogue with these farmers' organizations, even though in reality they might be well-organized, progressive and more than capable of proposing valid alternatives.
- Organize **sessions for reflection** on the issues outlined above with input from external experts (for instance, policy advisors from other development NGOs, consultants working in lobby and advocacy, lobbyists from the private sector).

Define your target group

WHY?

Ultimately, your lobby and advocacy efforts should contribute to resolving the problems of your target group. To be able to effectively do so, you need to be a recognized representative of their interests. It is the target group that must provide you with the necessary **legitimacy and mandate**. Therefore, lobby and advocacy always needs to be **target group-based**.

The target group will have its own expectations: they expect you to represent them, solve their problems, to inform them about policy changes, etc. A good lobbyist must manage these expectations throughout the influencing process. Ideally, there will be ongoing consultations and full integration of the target group into any lobby and advocacy program. Such target group-based lobby and advocacy will strengthen the legitimacy of your efforts.

EXAMPLES OF TARGET GROUPS
- women and youth
- smallholder farmers' groups and producers
- workers
- labor unions
- people with disabilities
- indigenous people

An **organized and informed target group** will enhance opportunities for effective consultation and participation in lobby and advocacy campaigns. An organized and informed target group can help lobbyists put pressure on decision-makers.

However, keep in mind that the target group is **never a homogenous group!** For instance, farmers' organizations often comprise a wide range of small, medium and larger farmers with diverging interests. It is therefore important to identify their specific needs and expectations, images and perceptions in relation to the issues up for lobby and advocacy (not only with respect to decision-makers, but also to coalitions, and to other organizations).

TOOLS TO DEFINE AND ORGANIZE YOUR TARGET GROUP
- Regularly check and discuss the mission of your organization, network or coalition: on **whose behalf** do we act? Are the groups whose interests you represent involved in your lobbying and advocacy activities? Your regular consultations with partner organizations may be used as opportunities to gather and verify this kind of information.

- Develop a process for **ongoing feedback and input** from the target group to ensure their active involvement in the process. Incorporate regular consultation meetings in your program. Or try to set up joint lobby activities (for instance, joint meetings with relevant MPs, civil servants or companies).
- Do not only involve your target group in the lobby, **stimulate and motivate them also to take up lobby and advocacy themselves**. Whether they choose some sort of organization or representation to do this, or whether for example women's groups themselves go to (local or district) government does not matter. More important is the empowerment towards own lobby and advocacy that eventually stimulates independent (grassroots) lobby.

Independent (grassroots) advocacy works very well generating positive spillover effects for your target groups.

EXAMPLE: WORKING TOWARDS GRASSROOTS LOBBY.

Help a Child's partner UNDUGU works in Kenya, in the Gwassi area, with local communities to improve their livelihoods, their access to loans, markets and social services. As part of the community approach UNDUGU cooperates with self-help groups that are motivated to save and loan money, support each other in setting up small businesses and to do lobby and advocacy activities for their communities.

Although it was not part of the project, the local self-help groups decided, after being educated in their rights and economically empowered, that they wanted to do something about the abuse of the children in their village. This could go on unchecked because legal remedies were too far away to be effective. With the facilitative help of UNDUGU local self-help group representatives managed to get around the table with the district council to discuss this matter and to lobby for access to legal remedies.

Eventually, they managed to get a mobile court in their community that could provide rule of law and more security to their community but also other, nearby communities. This regional spillover was due to the central strengthening of the community through working in (self-help) groups. With only some networking and facilitative help of Help a Child partner UNDUGU, lobby in Gwassi, independently done and owned by the target group themselves, was very successful and managed to address needs in the community outside the project scope.

Choose your lobby and advocacy goal and set objective(s)

WHY?

It is important to make a distinction between your **scope of concern** and your **scope of influence:**

• What are the specific objectives that you wish to achieve?
• Which results can realistically be accomplished by influencing the decision-makers?

Always keep in mind that there are limits to what lobby and advocacy can achieve.

There are limits!

Scope of
concern

Scope of
influence
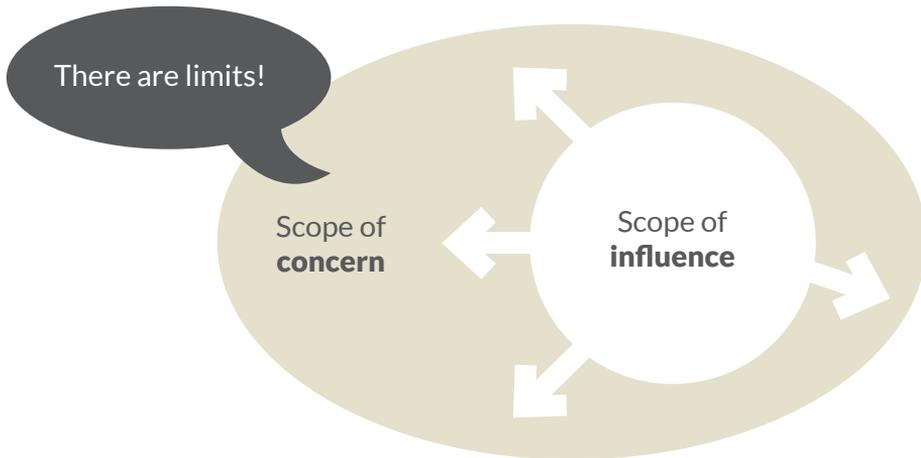
A first step is to determine the **essence of a problem, its causes and its consequences**, preferably in close cooperation with the target group. An effective methodology may be the "problem and solution tree" (see further on). Once causes and consequences have been determined, it may be possible to begin identifying possible solutions. These solutions need to be translated into lobby and advocacy goals and objectives.

Lobby and advocacy goals and objectives should be as specific as possible. Raising aware-ness, agenda setting and public information campaigns are not lobby and advocacy objectives in themselves, but activities which support your final objective. Raising awareness does not necessarily lead to the desired policy change. Take the example of stopping female circumci-sion. The topic has been successfully put on the political agenda, however without providing

clear solutions and clear directions. Meanwhile, the measures taken by decision-makers in Europe (more severe punishment in Europe) are not welcomed by the target group (women from risk countries and their daughters). There is a fear that the proposed measures will not have the desired effect and will force people to go underground for circumcision. Successful approaches (such as encouraging communities in the countries of origin to abandon the practice of circumcision) have never even entered the debate. It is therefore crucial to distinguish between these possible means, in order to keep a sharp focus on the final objective.

Try to formulate your objectives as **SMART**ly as possible: **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**ime-bound. This will help you to maintain your focus and to set up effective monitoring and evaluation of your influencing process. Remember: Less is more! Specializing and not wanting to pursue all the themes of your organization is one of the first smart choices to make.

A lobby objective aims to change the policies, programs or positions of decision-makers (at any level, from village head to prime minister). Your lobby objective is determined by:
- what you want to change
- for whom
- who will make the change
- by how much and
- by when.

An objective is thus an incremental and realistic step towards a larger goal or vision; it is not a general goal (for example, to increase family planning among couples). An objective must focus on specific and tangible action that decision-makers may take.

EXAMPLES OF LOBBY OBJECTIVES

Useful framing of lobby objectives
- The Minister of Education will start a national government program to build twelve schools for children between the age of 6 to 12 in each district in the next two years.
- In the next year, the Minister of Social Affairs will increase funding for family planning education programs for married couples through the family planning council.

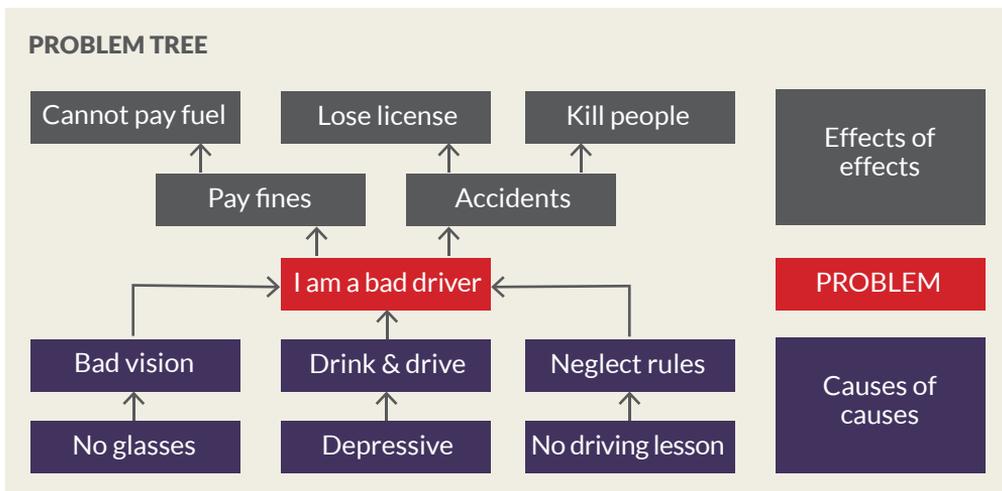**Avoid overly general lobby objectives**
- Increase girls' attendance at district level primary schools.
- Increase the use of family planning among married couples.

TOOLS TO IDENTIFY THE ESSENCE OF A PROBLEM, ITS CAUSES AND CONSEQUENCES

Conduct a **policy scan**:
- Track government funding histories for specific issues identified with the target group, e.g. funding for disability inclusion programmes
- Identify supportive policies / regulations that have been adopted but are not being enforced
- Identify existing policies / regulations that should be changed
- Identify gaps that need to be addressed with new policies / regulations in favour of your target group.

Conduct a **needs assessment** at the level of your target group (the affected population) to identify the core of the problem or use data already collected from research institutions. You can do this by using a *problem and solution tree* (see the examples below):

PROBLEM TREE

Cannot pay fuel	Lose license	Kill people	**Effects of effects**
Pay fines	Accidents		
	I am a bad driver		**PROBLEM**
Bad vision	Drink & drive	Neglect rules	**Causes of causes**
No glasses	Depressive	No driving lesson	

SOLUTION TREE

Can pay fuel	Keep license	Do not kill people	**Advantage**
	No fines	Less accidents	
	I am a good driver		**OBJECTIVE**
Good vision	Drink sober	Obey rules	**Identify objectives**
Have glasses	Look for help	Take lessons	

TOOLS TO ELABORATE YOUR LOBBY AND ADVOCACY OBJECTIVES

Elaborate your **lobby and advocacy objective** in a series of logical steps:
- Describe the context and the problem you aim to address
- Describe who you aim to support (the target group, see also above)
- Verify whether this connects with the mission and objectives of your organization, the network or programme coalition
- Verify whether there is a role for a decision-maker (if there is no such role, then lobby and advocacy is not the right tool)
- Describe what the role of the public sector should be
- Describe what you want the public sector to do: what should be changed?
- Describe who in the public sector is responsible for bringing about the necessary changes
- Describe what you want from this person and when
- Elaborate your objectives as SMARTly as possible (see above).

Identify stakeholders

WHY?

As a lobbyist you need to get an overview **of all stakeholders working on your lobby and advocacy objectives: friends, neutrals and enemies**. These constitute the so-called advocacy arena. You need to take the actions of these stakeholders into account as they may support / strengthen your lobby (allies) or start a counter lobby (opponents). Moreover, the neutrals are of particular interest as these may be influenced in such a way that they become allies. Gaining a better insight into the positions and capabilities of these stakeholders helps you to improve your lobby and advocacy strategy.

Important questions to ask one's self are:
- Who are the other important stakeholders (in addition to the decision-makers)?
- Are there other groups or persons that may undermine what we want to achieve or state? If so, what are their reasons and arguments?
- Can you identify other networks that you may collaborate with?

EXAMPLE OF AN ORGANIZATION THAT BUILT LOCAL SUPPORT
The African Divine Church, a Kenyan faith-based organization with a strong social mission, implements various programs focusing on vulnerable children, education and livelihoods. After attending a training on lobby and advocacy (under the Change the Game Academy which is part of the Civic Engagement Alliance program), the organization realized the importance of adopting a rights-based approach and mobilizing local support for their projects. While policies are in place to promote the interest of orphans and vulnerable children (OVCs), these policies are not all implemented on county and sub-county level and resources are limited and difficult to access. In their efforts to increase enrolment in school of OVCs, the church organized community sensitization meetings to inform the community about child rights, existing legislation and bursaries available for OVCs to strengthen community support. During these meetings, stakeholder mappings were conducted. Subsequently, the church built networks with allies such as other organizations working in these areas and with school boards. Together, they approached decision-makers and actively participated in budget making processes. The African Divine Church managed to build good working relationships with decision-makers. As a result, more leaders and decision-makers are articulating the importance of supporting OVCs and stakeholders are involved in the decision process regarding allocation of bursaries and funds for OVCs.

TOOLS TO IDENTIFY STAKEHOLDERS

Stakeholder mapping: Brainstorm within your team to list all stakeholders and determine whether they are a friend, neutral, or opponent in relation to your lobby and advocacy objective. For instance, if your objective is to improve labor conditions in the cashew sector in Benin, f.i. advocating for living wage, health care and maternity leave, the stakeholders may be mapped out as follows:

Stakeholder	Friend	Neutral	Opponent
Local CSOs	X		
Trade union	X		
Municipal council	X		
Media		X	
Ministry of Labor Benin	X		
Ministry of Economic Affairs Benin		X	
Local cashew company			X
International company selling fairtrade products	X		
International company with no specific interest in fairtrade products			X
European supermarkets			X

Using this kind of information, proceed to try to find out for each stakeholder the following issues:

• What are their successes and failures in finding support for their positions?
• What do they want in relation to your lobby and advocacy objective: what do they propose?
• Are there opportunities for collaboration?
• What are the risks (personal, institutional, financial) involved in collaboration or non-collaboration with these stakeholders?

Advanced stakeholder mapping. A grid may be used to make a more detailed mapping of stakeholders, their position, their influence and relevance.

In addition to your own organization, once again list all the stakeholders relevant to your lobby and advocacy objective at the national and international, in a grid which allows you to make an inventory of more than one issue relevant to your lobby and advocacy campaign (see below).

Proceed to **assess** the following aspects for each issue:

- The position of each stakeholder identified in relation to the issue: in favour, against or indifferent.
- The influence of each stakeholder. This depends on their (formal) position and power, their network and contacts, their resources, etc.
- The relevance of each stakeholder, which is expressed in terms of both of their position and their influence in relation to the issue.

The grid allows you to identify the key stakeholders, their position and influence regarding a specific issue. It helps you to pinpoint which stakeholders to contact or not to allow for a win-win scenario, a loss scenario or a negotiating scenario. Perhaps most importantly, the exercise also allows you to identify stakeholders holding positions and can influence stakeholders you do not know. These should be contacted, as they are potentially interesting to include in your lobby and advocacy strategy (in the example below: for instance, the local cashew company).

In the previously mentioned case of a lobby and advocacy effort focused on improving the labor conditions in the cashew sector, such a grid might look like this:

Stakeholder	Position	Influence	Relevance
Own organization • Trade union	++	+	+
National level (programme country) • CSOs • Other trade unions • Ministry of Labor • Ministry of Economic Affairs • Local cashew company • Media	 + ++ + - -	 + ? ++ ++ +	 +/- + ++ ++ +/-
International level & Netherlands • CNV Internationaal • ICCO • International companies sourcing cashew nuts from Benin • Supermarkets buying cashew nuts from international companies	 ++ ++ +/-? +/-?	 ? ? ++ ++	 +/- +/- ++ ++

EXAMPLE OF SUPPORTING NETWORKS

Light for the World supported CBR Network in Ethiopia to gain experience with inclusion of girls with intellectual disabilities in sexual and reproductive health and rights (SRHR) services. The project has enabled partners to advocate better for disability inclusion in SRHR services offered by health extension workers (of the government). Light for the World documented the lessons, resulting in the publication "Her Body, Her Rights'.
At the same time Light for the World was active in the SRHR working group of the Dutch Coalition on Disability in Development. Through this network we had the opportunity to speak on inclusive SRHR in a panel discussion in the Dutch parliament. It used examples from the project and shared the publication with an interested Member of Parliament. This MP then used the same example in a debate with the Minister to strengthen his argument. The Minister in response committed to reporting on the extent to which persons with disabilities are included in the SRHR programmes financed by the Dutch government. The same publication is used by Light for the World International in (social) media, at a side-event at the UN.

Define the decision-makers

WHY?

Pick out those decision-maker(s) who have the **power and influence** to change the policy related to the problem identified. Questions you need to ask yourself are: Who is responsible, who are the decision-makers who may solve the problem? Who do you want to influence? Who needs to change something and when is the most opportune moment to accomplish that?

Examples of decision-makers are politicians (elected & appointed officials), social leaders, government agencies, international institutions such as the United Nations, World Bank, European Union, or powerful companies (e.g. Nestlé, Tata Steel, Monsanto).

Often there are persons who are not official decision-makers, but do have a lot of influence on decision-makers, such as church officials, wealthy individuals, husbands, wives, etcetera. Try to find out who those persons are so you can include them in your strategy.

OUTCOME MAPPING METHODOLOGY IN ADVOCACY

For each decision-maker that you have identified, make a detailed and concrete description of what kind of change you want to see in the persons' or organizations' behavior or policies. These are called your 'Outcome Challenges'. For each Outcome Challenge, it can be helpful to identify smaller changes which give you an indication of where you are in relation to the longer term change that you want to see with these decision-makers. For example, a verbal or written statement made by your decision-maker on the issue at stake, gives you an indication that this decision-maker is aware of the issue and has (or has not) the intention to address it. You can build further on this statement to make the decision-maker act according to what you see is necessary.

For any lobby and advocacy campaign to be successful, it is essential to analyze the **positions, interests and needs/ motivations** of the decision-makers you are trying to influence. Personal gain, incompetence or lack of awareness may hamper the desired change. Access to such information may help you target and/or "educate" the right people and convince them of your ideas. This will serve to enhance your future influence.

Before trying to persuade anyone of the rightness of your cause or objective, try to develop meaningful and insightful relationships with them. In the end a decision-maker is a person and not an institution or structure. Also, always analyze the personal motives of your decision-maker and see how you can appeal to the personal drives of the person you want to influence.

One of the classical tools is to distinguish between the positions (i.e. concrete demands) held by the decision-maker and their underlying interests and needs.

BE AWARE OF BRIBERY!

It is important to be aware of corruption and the possibility of being co-opted when you become more involved with decision-makers. Steer clear of corruption! *Think about the long run: lobby and advocacy is about establishing long-term relationships*. Quick fixes are not what you are looking for. You will merely strengthen the position of corrupt decision-makers if you go along with them. Focus on fair and transparent decision-makers, and provide them with the information they need to fight corruption.

An effective lobbyist must make sure he/she is aware of how decision-making processes relating to their lobbying and advocacy objectives run **in all relevant political arenas**. These may include the Parliament, the appropriate national ministries, the European

LOBBY IS GUIDING DECISION MAKERS
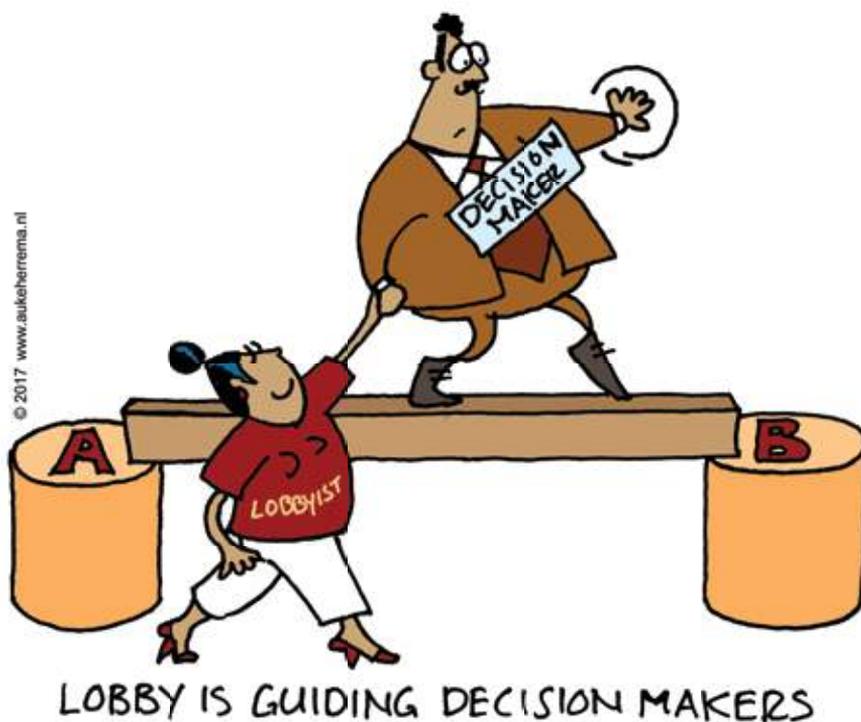
Union level, national embassies and diplomatic posts, etc. Knowing how decisions are arrived at (e.g. having detailed information on the procedures that are being followed in the Parliament, the EU, etc) will help you not only to focus your stakeholder analyzes, but also to identify the decision-makers that matter. This will contribute to your overall effectiveness.

TOOLS TO SELECT RELEVANT DECISION-MAKERS AND TO IDENTIFY THEIR POSITIONS, INTERESTS AND MOTIVATIONS

- Identify relevant decision-makers and their positions, interests and motivations using the following questions:
  - What are the objectives and interests of the decision-maker?
  - What solutions can we offer which are of interest to the decision-maker?
  - What phase in the decision-making process has the decision-maker arrived at?
  - What are the procedures for decision-making?
  - How do decision-makers perceive your organization, network or coalition?
  - How do decision-makers perceive your target group and their issues?
- The graph *Who influences who?* presents an example of a diagram that may be of use to you to illustrate and explain the relations of influence between different decision-makers:

WHO INFLUENCES WHO?
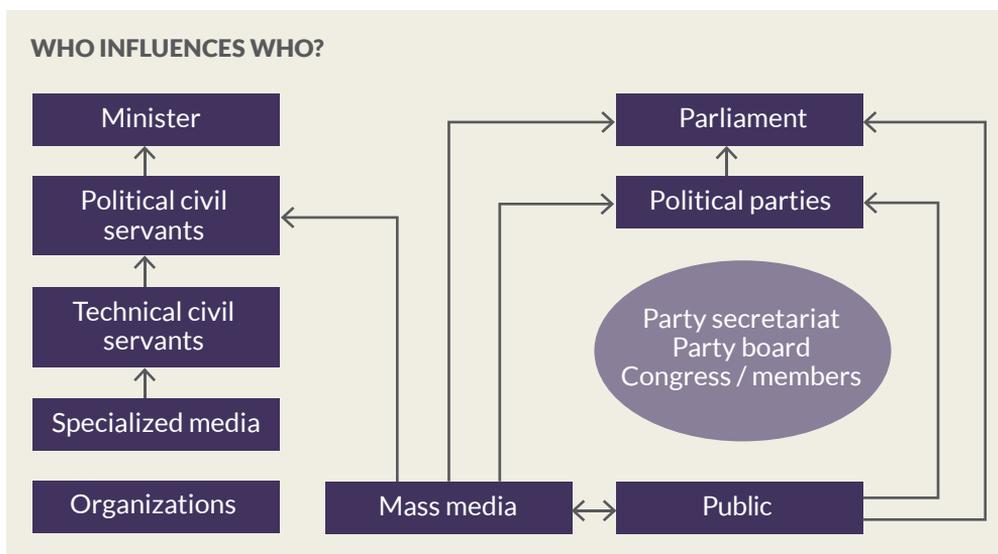
As the figure shows, breaking down the layers of decision-making as much as possible provides lobbyists with more and better opportunities to target their lobbying and advocacy interventions and to identify key relations of influence (red lines).

- The table below gives an example of how information may be structured and may provide you with a clearer idea about the win – win situations you are looking for as a lobbyist. It may help to easily find a suitable strategy to influence the decision-makers.

Problem identified: Current policies are not conducive to small-scale pulses farmers to facilitate access to seeds and finances. Therefore, they are suffering from chronic poverty and are not able to benefit from the potential of the sector in terms of increase of income
Objective: Change of policy to stimulate inclusive market systems including access to improved seeds varieties and access to financial services for farm investments

Target group:	**Decision-maker:**
Small-scale pulses farmers	Ministry of Agriculture, Livestock and Irrigation

Interest:	**Interest:**
The ability to provide for higher production and therefore, provide for an income to overcome poverty	Improvement of the position of small-scale farmers leads to better and higher production of agricultural products for domestic/export market

Win-Win:
Small-scale farmers are able to provide for themselves and can contribute to higher production which has been stagnant since a few years

Perception:	**Perception:**
Unaware of what Ministry can do for them	These farmers are not well-organized to jointly manage their resources and assets
Strategy:	**Strategy:**
Explain the role / responsibilities of the Ministry of Agriculture	Arrange meeting with well-organized farmers

Obviously, the **timing** of your lobby and advocacy activities is essential. It is therefore important to find in **which phase the decision-making process** stands in relation to your lobby and advocacy objective. Generally, we distinguish four phases in the decision-making process: *the initial phase, the analytical phase, the formal decision-making phase and the implementation phase*. Decision-makers require information tailored to each of these phases

(research data, experiences from the field), as well as assistance to generate sufficient public and political support for their decisions. Lobbyists should place themselves in a position to offer the required information and support at the right time, i.e. in the right phase of the decision-making process. Presenting results and recommendations from a research project **after** Parliament has already taken its decision serves no purpose and will only irritate the people concerned. Such findings should be presented at the earlier stage when decision-makers are looking for direction and policy alternatives.

TOOLS TO FIND OUT THE PHASE OF THE DECISION-MAKING PROCESS
The figure below (importance of timing) may be used to assess the phase in the decision-making process. It relates the chances for lobbyists to exert influence to the various phases in the decision-making process (initial, analytic, formal decision-making and implementation phases):
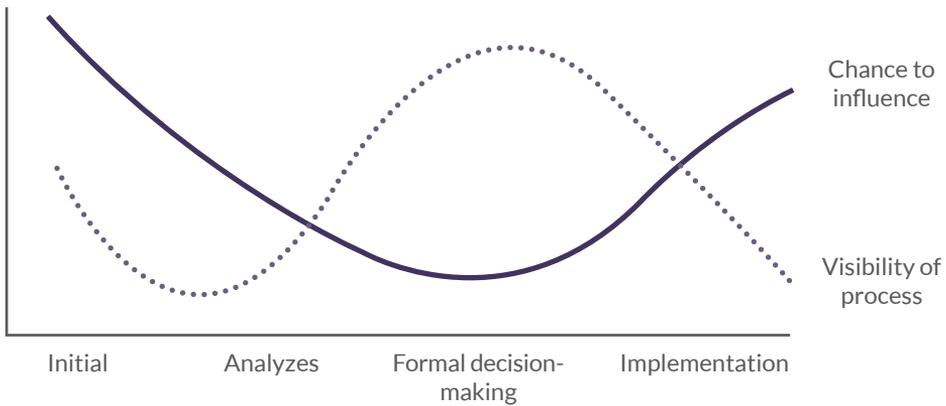
As you can see, the chances to influence are highest in the initial phase of the decision-making process. This is because the issue is not yet (or just has been put) on the political agenda and there are still many opportunities to get your point across. In the analytic phase, information and facts will increasingly be put forward, making it more difficult to change the opinion of the people concerned. Chances are lowest at the moment of formal decision-making: generally decision-makers do not like to change their position at this point in the process (they would appear to suffer a loss of face). In the implementation phase, new stakeholders generally come into play, which means new opportunities for influencing the implementation of the decision made. However, the overall conclusion must remain that it is always best to seek early influence.

The graph also shows the visibility of the influencing process; showing a high visibility at the moment of formal decision-making (often related to high media coverage by the decision-maker). However, a lobbyist is often looking for less visibility as this might help to seek out suitable alternatives and win – win situations without the risk of stakeholders and decision-makers "losing face".

THE RIGHT INFORMATION AT THE RIGHT TIME

EXAMPLE: TIMELY USE OF PUBLICATION OF EVIDENCE-BASED REPORT

In April 2017 ICCO Cooperation and other members of the ACT Alliance in Myanmar published the report 'The Pending EU-Myanmar Investment Protection Agreement: Risks & Opportunities'. The timing was perfect as Myanmar and the European Commission entered the final stages of negotiations about the Investment Protection Agreement (IPA). The report stressed that the forthcoming agreement may limit the possibilities for Myanmar to help prevent future problems in relation to land investments and human rights. It also included a number of recommendations for lobby and advocacy activities at the national Myanmar and EU level.

This evidence-based report resulted in an invitation by the negotiators to ICCO and the ACT Alliance partners to meet and explain their concerns and to elaborate on the findings recommendations. It also influenced the process which was in-transparent and non-inclusive. The negotiators committed themselves to consult civil society on the IPA text before signing. This gives an opportunity to influence the content of the agreement even at a very last stage.

Moreover, ICCO and its partners will continue with lobby and advocacy about this IPA, and other investment-related topics in Myanmar, also towards Members of the European Parliament.

Prepare your organization, network or program coalition for lobby and advocacy

WHY?

To gain more knowledge and control over your lobby and advocacy program you have to prepare your organization, network or coalition. This often starts with an **assessment** to help you to get a better idea of the current organizational situation and of the actual resources available for lobby and advocacy. Such an assessment can give you a better feel for future developments, whether positive or negative.

Important questions are:
- What are the methods and techniques (e.g. awareness-raising, public action, meetings with MPs, petition) that the organization, network or coalition has at its disposal?
- What are the internal procedures for issuing statements, writing position papers and the like?
- What is the added value of the organization, network or coalition in relation to the identified lobby and advocacy topic (e.g. expertise from partner organizations).

EXAMPLE OF INVOLVING LOCAL PARTNERS

Light for the World was involved in an expert meeting on inclusive humanitarian aid organised by the Dutch Coalition on Disability and Development together with the Dutch Ministry of Foreign Affairs. Light for the World included their partner CDD from Bangladesh as an expert into the program, to share their program and advocacy experience around this topic. Using this partner as an expert in the program, it strengthened the message of inclusion towards the ministry and others, while at the same time the international exposure and networking was also beneficial to CDD. Light for the World coordinated the follow up, whereby it linked partners to the international network, ultimately resulting in the endorsement of the 'Charter on the Inclusion of Persons with Disabilities in Humanitarian Action' by the Dutch government.

TOOLS TO PREPARE YOUR ORGANIZATION, NETWORK OR COALITION FOR LOBBY AND ADVOCACY

- Assess the **strengths and weaknesses** of your organization, network or coalition for implementing a lobby and advocacy campaign aimed at the desired policy change by using a **SWOT** analysis[1]:

Strengths (internal) Internal characteristics of the organization positive to achieving the objectives	**Weaknesses (internal)** Negative internal characteristics of the organization preventing the achievement of the objectives

Examples:
expertise, legitimacy, credibility, finances, transparency, bureaucracy, (lack of) coordination), turnover of staff etc.

Opportunities (external) Characteristics of the external environment which may can help achieve the objectives	**Threats (external)** Characteristics of the external environment which prevent achievement of the objectives

Examples:
law, political developments, socio-economic changes, technological developments, donor policies, infrastructure etc.

After the SWOT exercise, try to identify and plan concrete activities to address any weaknesses and threats, and to make optimal use of the identified strengths and opportunities!

- Set up your organization, network or coalition to be more **pro-active**. Often we are too late to influence decision-makers and we only have time to react or protest. Naturally this is not the most effective way to influence, although it may help to reduce "the damage done". The most effective way to influence is to become pro-active. This means **trying to**

---

1 *A more extensive toolkit to make a SWOT analysis is available through the Change the Game Academy, which is accessible after a free registration. The toolkit can be found on www.changethegameacademy.org under e-learning/ organisational capacity.*

influence decision-makers as early on in the process as possible. In order to do so, one must:

- Take the initiative (have something to offer to decision-makers, an alternative!)
- Determine what is important and what is not (understand the decision-making process)
- Make sure we have sufficient time to prepare our arguments and our strategy
- Make sure we have sufficient time to build coalitions with (potential) allies
- Make sure we have sufficient time to get reliable data
- Be willing to let decision-maker(s) take credit for the decision we have helped bring about.

Keep in mind that being proactive also means being prepared to contribute to the development of more appropriate procedures, and to be willing to take co-responsibility for the outcomes of the process. As these results can be both positive and negative, it is important to identify any potential risks beforehand!

- Ensure you and your organization, network or coalition are **accepted by decision-makers**. To check, ask yourself the following questions:
  - Who gives you the right to speak (on behalf of the target group)? How is the target group represented in your organization? How many people do you represent?
  - Why are your target group and their problem(s) of importance? What is the urgency of the issue(s)?
  - Why should a decision-maker listen to you and believe you? What is your credibility in the eyes of decision-makers? What is your accountability?
  - What is your added value? What do you have to contribute?

- Build a public support base for your organization. **Local (financial) support** not only diminishes dependency on foreign donors, it **provides better guarantee** that local priorities prevail and gives legitimacy to the organization. Especially in the context of shrinking space for civil society, a local constituency is crucial. Will people speak up when your organization is threatened with closure?

- **Build and strengthen capacity in lobby and advocacy,** for instance by using role plays on how to approach decision-makers in various settings (Parliament, Ministries, at international conferences, round tables, receptions, etc). This will enhance the impact of your lobby and advocacy efforts. Other capacity-building methods are: training sessions, intervision, coaching, on-the-job training. Make sure you integrate such capacity-building activities into your lobby and advocacy action plans.

Check whether lobby and advocacy is the right instrument

WHY?

For **effectiveness**, it is important to assess whether lobby and advocacy is in fact the most relevant influencing method to use. The internal and external environment in which you are operating may have changed, which may have an impact on your lobby and advocacy strategy. Depending on the conditions, other options, including legal steps, may be more opportune.

TOOLS TO VERIFY WHETHER LOBBY AND ADVOCACY ARE STILL THE BEST OPTIONS

Ask yourself the following questions:

- Do we have the right partners (allies) and do we have a consensus at the level of the target group and within our organization, network or coalition
- Does our organization, network or coalition have sufficient legitimacy to carry out lobby and advocacy on this topic?
- Is there enough lobby and advocacy capacity (skills, competences) to go on? Do we have enough information? Can we put forward proposals specific enough for decision-makers?
- Does our organization, network or program coalition have an open channel to the relevant decision-makers?
- Is there a risk of negative effects on our target group or the decision-maker? If so, how can we reduce this risk?
- Can we exert a sufficiently timely and pro-active influence?
- Do we have sufficient financial resources for our lobby and advocacy?

EXAMPLE: ENDING VIOLENCE AGAINST WOMEN AND CHILDREN

The objective of the advocacy campaign of South African NGO Mfesane (http://www.mfesane.org.za/) was to ensure that women and children are protected against violence and abuse, as this was a serious problem in some areas where Mfesane works.

The first step of the campaign after the baseline survey was to capacitate over 2.000 women, men and children and make them aware on the rights they have when it comes to protection, treatment and accessing government services. During this phase, Mfesane organised a number of campaigns, such as 'Blow the Whistle', the 'Break the silence' forum and the 'Beat the Drum' campaign.

The second step was to organise and facilitate community dialogues in which over 200 women and children participated. 53 of the participants were selected for a more extensive training in lobby & advocacy, to be more effective in discussing with local authorities on the matter. Parallel to that, multiple community based safety structures were established: a Child Protection Forum, Street Committees and Child Care Forum.

The third step was to engage in active dialogue with government officials to make sure that the different institutions uphold the rights of citizens. Mfesane, together with community members, participated in forums and conferences to voice the needs of the community and share their ideas on the solutions that they requested from the government. Dialogue took place with the Department of Health, the Provincial Health Research Committee, the Provincial Planning Committee, the Commission for Gender Equality, NACOSA, the Department of Justice and the police (SAPS).

The government institutions were responsive to the message, and open to engage in structural dialogue to address the community's needs. Women and children are empowered and have experienced that their voices are heard. Important in this campaign was that Mfesane had commissioned research on the situation for women and children to thoroughly understand the situation. A follow-up study is planned to provide insights in what the advocacy efforts have resulted in in terms of positively changing the lives of the citizens through a reduction of violence against women and children.

Develop a lobby and advocacy action plan

WHY?

You need a **clear lobby and advocacy action plan** to be able to work strategically and to divide responsibilities and tasks within your network or coalition. Define the methods you intend to use, and the resources you have available. Set a clear timetable and define responsibilities (who is doing what and when?). Identify lobby and advocacy activities and messengers that may influence those in power.
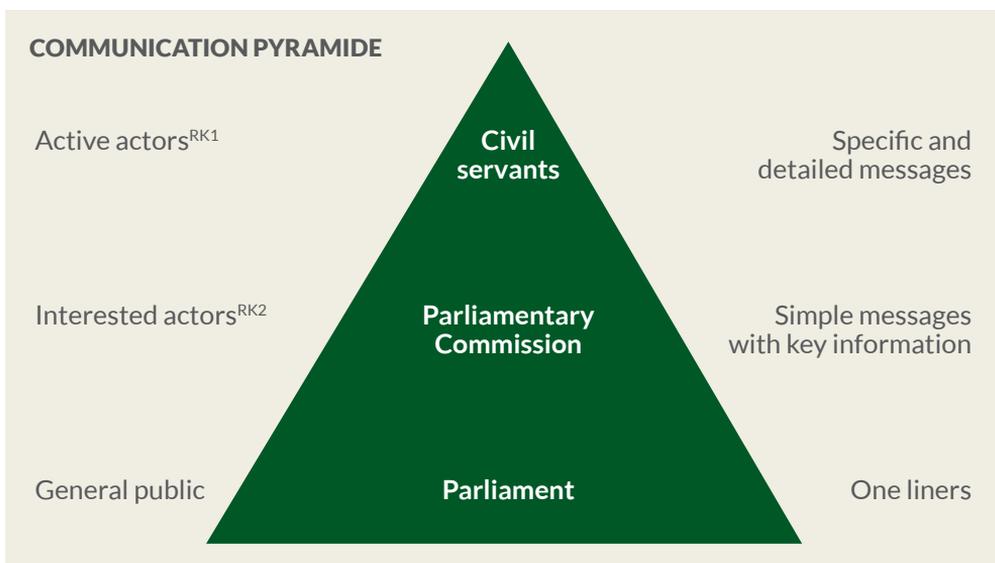
In order to accurately plan your lobby and advocacy activities, make sure you take into account the timing, procedures and budget cycles at the appropriate decision-making level(s). For instance, the run-up to the annual presentation of the Dutch National Budget

offers good opportunities to influence key decision-makers in The Netherlands. Also make sure of the reasoning behind your choices to opt for a specific lobby or advocacy activity.

TOOLS FOR DEVELOPING A LOBBY AND ADVOCACY ACTION PLAN

- Identify a **set of criteria to assess and select the most effective lobby and advocacy activities**. Consider using the following criteria:
  - Level of influence the activity will have on decision-makers, their opinion, attitude, etc.
  - Level of risk (human, financial, loss of credibility) to your program, organization or coalition in pursuing the activity.
  - Resources that are needed (to assure continuity of your lobby and advocacy).
  - Access to effective messengers (also with an eye to increasing your visibility and the visibility of your target group).

- Identify **suitable methods** (e.g. meetings with decision-makers, public events, petitions, round tables, newspaper articles, etc) and **suitable messengers**. Examples of messengers are: media, celebrities, patients, experts, peers, donors (national / international). Make sure you draft the **right messages for the right type of decision-makers** (see the communication pyramid below).

COMMUNICATION PYRAMIDE

Active actors[RK1]	**Civil servants**	Specific and detailed messages
Interested actors[RK2]	**Parliamentary Commission**	Simple messages with key information
General public	**Parliament**	One liners

As you can see, the general public, interested actors and decision-makers require different kinds of messaging.

Implement the lobby and advocacy action plan

WHY?

Implementation of your lobby and advocacy plan will move you on towards your desired end results. Make sure you remain flexible and well-informed throughout the implementation process. This will allow you to make any necessary adjustments to your chosen approach, as and when changing circumstances demand.

Seek to operate from and build on the strengths of your organization, network or coalition when establishing relationships with decision-makers and potential allies.

Don't expect quick results. Remember that establishing confidential relationships takes time.

It helps to document your progress by listing the (immediate) results of your actions and activities, as the following example of the lobby campaign of the Dutch CSR Platform - in cooperation with CNV Internationaal - shows.

EXAMPLE: LOBBY FOR TRANSPARENCY OF CSR PRINCIPLES IN TRADE MISSIONS

One of the prominent activities organised by the Dutch Ministry for Foreign Trade and Development Cooperation are the so-called 'trade missions'. These missions are organised for Dutch companies that have the ambition of doing business in developing countries. At the same time, the Dutch minister for Foreign Trade and Development Cooperation is very explicit about the fact that all trade missions should pay attention to human rights and business and CSR principles should be included in the agenda of the missions. For some time it was very difficult for Parliament and civil society to monitor the extent to which CSR concerns were actually included in the trade missions' agenda. After successful lobby of the Dutch CSR Platform with the Parliament, the Minister agreed to publish every six months a report that contains information about all trade missions that were organised during those months including information on how CSR was addressed during the trade missions.

TIPS AND TRICKS FOR THE IMPLEMENTATION PHASE
- Your legitimacy, output and efficiency can be significantly increased by joining forces with like-minded organizations in **advocacy networks and coalitions**. But always keep in mind that such alliances must remain **the means to an end** and not an objective in themselves. It is always advisable to take some time to carry out a prior assessment of

the potential added value and possible pitfalls when you are contemplating joining a coalition.

- Keep track of all the current relevant decision-making processes so that your knowledge is always up to date. This will greatly enhance the effectiveness of your interventions. Draw on the expertise of your network or coalition partners and/or like-minded stakeholders to gain access to additional information on official procedures, personal interests of decision-makers, etc.

- Invest time in building confidential relationships with Members of Parliament, their staff and civil servants in relevant units within the various government departments. Do not focus exclusively on the key office holders, but also invest in contacts with their assistants and key staff in their departments. They often not only have considerable influence on incumbent decision-makers, but may well turn out to become the key decision-makers of the future. Also make sure you're up to date with any changes in office among decision-makers and their staff, as well as any alterations to the stakeholder landscape relating to your lobby focus.

- Don't spend too much time gathering background information from mailing lists, websites, etc. Make sure you stay abreast of current developments, but be selective! Establishing the usefulness of all the bits of information that people throw at you will often take up precious time that is much better spent either *telephoning or meeting in person with key stakeholders.*

- Finally, be aware that working in lobby and advocacy carries its own specific risks. First of all, there are professional risks. As a rule of thumb, lobbyists must present a united front and always make sure that they and their colleagues are not communicating conflicting messages to the same policy-makers, so as not to undermine their credibility. Likewise, your organization's trustworthiness may be undermined if members of alliances you collaborate in attract negative attention in the media. A good lobbyist must be prepared for such events.

  In unstable and fragile political contexts, lobbying may even entail personal risks, as not all stakeholders may have an equally positive take on your lobby and advocacy efforts.

  A regular risk assessment will position you to deal with volatile situations as they arise.

ON WORKING IN ADVOCACY NETWORKS AND COALITIONS

Checklist

Please find below a concise checklist of issues that will need addressing when teaming up in advocacy networks and coalitions. The list includes points to consider when setting up a network, advice on strengthening established networks and some tips to enhance general ownership by members.

Setting up a network

- *Stakeholder mapping and power analysis.* A stakeholder mapping will provide you with essential information to build an effective advocacy network. Start by mapping out all relevant stakeholders at the various levels and identifying their interests in relation to the future network's advocacy objective. Outline their main positions and their levels of influence; indicate which stakeholders to rank as decision-makers, or as allies or opponents.
- *Existing expertise.* Build on the existing knowledge, expertise and analyzes in your partner network. This will prevent unnecessary duplication of efforts and generate enhanced support from the participating organizations.
- *Joint policy analysis.* Carry out a joint analysis of the policy environment at different levels (local, national, international) to serve as a starting point for the elaboration of a joint lobby and advocacy strategy.
- *Set clear advocacy objectives.* Set clear and realistic lobby and advocacy objectives in relation to specific issues. Be as SMART as possible and take into account the policy environment. Maintain sufficient strategic flexibility to respond to changes in the policy environment.
- *Joint strategy.* Work with and from a joint strategy. Network members must operate from the same strategy, but bear own responsibility for their delegated tasks.
- *One voice.* Stimulate cooperation between members of the network in order to facilitate speaking with one voice. Working closely together at the different levels (grassroots, provincial, national, international) is a prerequisite.
- Share information. Stimulate the sharing of information on the mission, vision and activities of the participating organizations. Network members in the network must be aware of each others' strengths and weaknesses to achieve the necessary complementarity and be able to speak with a single voice.
- *Look for complementary members.* Seek to incorporate strong member organizations with complementary areas of expertise. This is not only important for evidence-based advocacy. It also allows for member organizations, depending on their respective expertise, to take on different advocacy roles (e.g. research, creating public awareness and public support, organizing campaigns, lobby government institutions, etc.).

- **Clear roles and responsibilities.** Make sure all network members are clear on their roles and responsibilities, the coordination and any substructures within the network (e.g. subgroups working on specific lobby and advocacy topics). This will contribute to more effective and more consistent messaging.
- **Leadership.** Clarity on the leadership of the network is essential, not only to motivate members but also to enhance the network's visibility.

Strengthening the network

- **Timely communication.** Ensure comprehensive and timely communication within the network to exchange information on new evidence, new policies, new stakeholders, etc. Establish simple but effective communication guidelines (e.g. working with focal points, sharing contact details, making one person responsible for communication, etc.).
- **Build capacity among members.** Invest in capacity-building for members of the network, e.g. on lobby and advocacy methods, drawing up stakeholder and power analyzes, strategizing for lobby and advocacy, etc. Use coaching methods to provide continuous feedback to network members during the planning and implementation phases of your lobby and advocacy activities.
- **Remain open to change.** Ensure your network remains open to linking up with potential stakeholders that may present themselves, in order to strengthen the network's lobby and advocacy efforts.
- **Monitoring.** Staying abreast of current political and policy developments at all relevant levels, as well as of the progress at the level of the member organizations is essential to the timely adjustment of the network's advocacy strategies and enhancing its potential impact.

using the findings → planning → monitoring → evaluation → using the findings
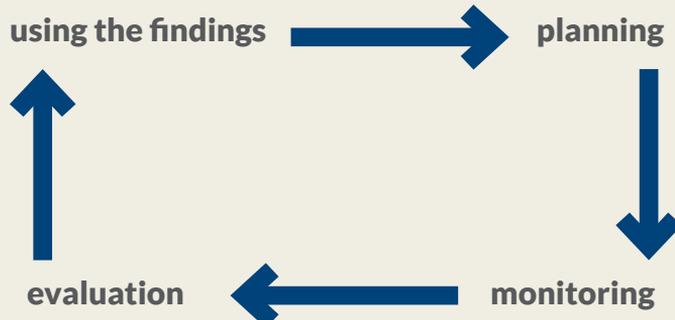
Ensure monitoring, evaluation and follow-up of your activities

WHY?

Monitoring and evaluation is essential because lobbyists need to be:

- Accountable for their lobby and advocacy activities / the investments in human and financial resources of their organization, network or coalition
- Able to adjust their strategy according to changes in the internal and external environment
- Able to learn from their activities.

Effective monitoring and evaluation is facilitated if you have based your lobby and advocacy efforts on SMART objectives. Monitoring can take place in various ways. However, process indicators are always a valuable tool. Results are ideally evaluated by keeping a **logbook** of activities and their outcomes. Such a log must comprise the activities effectuated and the (intermediate) objectives achieved. The feasibility of lobby objectives must be evaluated periodically according to changing contexts and (new) insights - do prior assumptions still apply; are the objectives still attainable?- and adjusted accordingly.

TOOLS FOR MONITORING AND EVALUATING LOBBY AND ADVOCACY

- **Output – outcome monitoring and evaluation:** outputs show whether the lobby and advocacy activities have met with success. Examples of outputs: position paper, letters, research documents, petitions, conference organised.

  Outcomes indicate the effectiveness of your lobby and advocacy activities in achieving identified goals. Examples of outcomes are: public statement from a MP supporting your lobby and advocacy objective, support from general public, new resources allocated to a certain programme, applicable laws passed or changed, specific regulation implemented.

  Outcomes may vary according to the phase of your lobby and advocacy campaign. When evaluating outcomes it is helpful to remind yourself of your starting points:
  1. What were your lobby objectives? – Depending on the phase in your campaign this may be a policy change, carrying out a piece of research, mobilization of partners, etc.
  2. What was your initial course of action to achieve those objectives?
  3. Which activities were carried out?

4. Was the initial framework for lobby and advocacy in any way affected by unforeseen circumstances?
5. What did you manage to achieve through your lobby and advocacy activities?
6. Was there cause to readjust your initial objectives?
7. What are the lessons learned from the experience?
8. What would you say were the strengths of your campaign?
9. What were its weaknesses?

- The following six steps may provide an example of what form a checklist to evaluate the effectiveness of your lobby and advocacy campaigns may take (both at the quantitative and the qualitative level).

1. The effect of your lobby and advocacy on the **target group**. Useful indicators include:
    -   Have conditions improved for your target group?
    -   Has your target group reached a new level of understanding of the usefulness of lobbying and advocacy and what it takes to be effective?
    -   Has your target group reached new insights into factors that influence their lives?

2. The **relationship you have with the target group** you are supporting. Possible indicators include:
    -   Did the accountability towards your target group improve?
    -   Is there a good flow of communication between lobbyists, networks and coalitions and the relevant target groups? Is the necessary information filtering through?
    -   Has the quality of the lobby and advocacy input provided by the target group improved?
    -   Has the target group better access to government and a larger space to put their needs forward?

3. Your **organization and position** in your network. Indicators may comprise:
    -   Has the network membership enhanced the focus of your organization on the objectives?
    -   Is there a consensus within your organization on the identified lobby and advocacy objectives?
    -   Has network membership enhanced the timeliness of your lobby interventions?
    -   Has network membership strengthened recognition for your organization as an authority in the field?
    -   Is there enhanced support for lobbyists, within your organization as well as within the network and/or program coalitions?

4. Your **relationship with decision-makers** (politicians, civil servants at various levels). Indicators may comprise:
   - How do decision-makers perceive your organization, network or coalition?
   - Do decision-makers get in touch with you, your organization and/or its network or coalition for information/viewpoints?
   - Are decision-makers more accountable to you?
   - Are there more participatory mechanisms to provide and receive input?

5. The effect of your lobby and advocacy on **decision-makers** (politicians, civil servants at various levels). Indicators may include:
   - Are decision-makers more aware of the issues you raised?
   - Are decision-makers more aware of your target group?
   - Did you, your organization, or its network or coalition reach an understanding with decision-makers?

6. The effect on **the broader society**. Indicators may include:
   - Where the issues you raised relevant to the wider general public?
   - Have you succeeded in raising awareness in relation to your issues among the wider general public?
   - Have you managed to raise awareness among the wider general public of your target group?

TOOLS FOR FOLLOWING UP YOUR ACTIVITIES

- Make sure your lobby and advocacy plan also allows for follow-up activities (for both positive and negative outcome scenarios) in order to ensure sufficient continuity.
- There tends to be a failure at the decision-making level to implement decisions taken, whether as a result of lack of expertise, lack of capacity, or lack of resources. It is therefore vital for lobby and advocacy organizations and networks not to withdraw once a favourable decision has been reached, but to **keep up the pressure to ensure implementation**. This requires on-going monitoring of the decision-making process.

LOBBY LOGBOOK

An important monitoring tool of the lobby activities carried out within the framework of the program is the so-called lobby logbook. See below an example of a logbook:

Lobby issue

Period	Activities directed to whom	Date	By whom (names, organiza-tion)	Indication of result/ behavioral change	Remarks	Follow up	Relevant publica-tions
Jan-Feb							
Mar-Apr							
May-Jun							
Jul-Aug							
Sep-Oct							
Nov-Dec							

This tool is meant to help in the ongoing monitoring of the **lobby activities**. The logbook provides insight into what works and what doesn't work. The tool allows you to document all lobby activities on a regular basis. By using a logbook you can keep track of your lobby interventions in an organized manner. When used well it helps to be able to link those interventions to observed changes in behavior of the targeted decision makers. It also gives the lobbyists the possibility of a description and analysis over time of the various activities undertaken.

The logbook helps you to learn on the lobby and its strategy as such. Given the nature of the information, the logbook has to be treated as confidential information. It contains information on lobby activities of organizations that sometimes don't want to be connected openly to certain lobby activities or campaigns (those who carry out the more 'silent lobby'). And not in all countries lobby activities are welcomed by all stakeholders in the country, as shrinking of the political space is a well-felt reality in several countries.

CHAPTER 4

CONCLUDING REMARKS

We take it that it is understood that what we offer here is a guide, nothing more and nothing less, to be adapted to suit varying circumstances and priorities.

There is no one-size-fits-all recipe for effective lobby and advocacy. Much depends on the lobbyist's own powers of analysis, knowledge, commitment and ability to find the right structure and intervene in the right processes at the right moment. A lobbyist needs personal commitment and enthusiasm, as well as the courage to take risks and, last but not least, stamina and perseverance to continue looking for new opportunities in often difficult (political) circumstances.

Cooperation with other experts and institutions is essential to planning, implementing, monitoring and evaluating a (successful) lobbying and advocacy campaign. The challenge to those engaging in lobby and advocacy is to continue to develop new ways of engaging with others and to motivate them to continue the process.

These guidelines underline the need for collective learning in order to improve your effectiveness. To enhance your impact, you have everything to gain by joining forces and sharing your positive and negative lobby and advocacy experiences. Plus, it makes it a lot more fun!

CHAPTER 5

FURTHER READING

LITERATURE

- Alemanno, Alberto, *Lobby for Change: Find Your Voice to Create a Better Society*, Icon Books, 2017
- Barrett, Jennifer B., Margit Van Wessel & Thea Hilhorst, *Advocacy for Development: Effectiveness, Monitoring and Evaluation*, Wageningen, 2016
- Van Schendelen, R., *More Machiavelli in Brussels: The art of lobbying in the EU (revised)*, Amsterdam University Press, 2013

LOBBY AND ADVOCACY GUIDES

- Center for International Private Enterprise, *How to Advocate Effectively: A Guidebook for Business Associations*, Washington, USA
- CIDSE, *Rough Guide to Country Advocacy: How to do Country-focused Peace and Human Rights Advocacy, A Guide for Country Working Groups*, Brussels, 2006
- FERN, *The EU's impact on forests; A practical guide to campaigning,* May 2004
- Geyer, Yvette, *Advocacy and Communication: Handbook series for community-based organisations*, Institute for Democracy in South Africa (IDASA), 2006
- Policy Project, *Networking for Policy Change: An Advocacy Training Manual*, October 1999
- Tweedie, L., *Simple Toolkit for Advocacy Research Techniques (START)*, VSO

WEBSITES

- Change the Game Academy
  www.changethegameacademy.org
- Advocacy Institute
  www.advocacy.org
- Advocacy: Building Skills for NGO Leaders (CEDPA Training Manual Series volume IX)
  http://protectionline.org/files/2012/08/Advocacy-Building-Skills-for-NGO-Leaders.pdf
- Policy Analysis and Advocacy, Strategy Workshop Report, Policy, September 2002
  www.policyproject.com/pubs/countryreports/Jor_05_02.pdf
- Amnesty International, Campaigning Manual
  https://www.amnesty.org/en/documents/act10/002/2001/en/

Civic Engagement Alliance

c/o ICCO Cooperation
P.O. Box 8190
3503 RD Utrecht
T 31 (0)30 6927811
I icco-cooperation.org