

A group of people are gathered in a meeting room. Some are standing at the front, possibly presenting, while others are seated in rows of chairs. A large screen is visible in the background. The overall scene suggests a professional or educational setting.

**TRAINING KIT**

**EMPOWERING  
YOUNG PEOPLE  
AND YOUTH  
WORKERS TO  
LOBBY FOR  
SOCIAL CHANGES**

This publication is part of the project

**IT'S YOUR TURN FOR SOCIAL CHANGES**

(Erasmus +, Key Action 3: Structural Dialogue)

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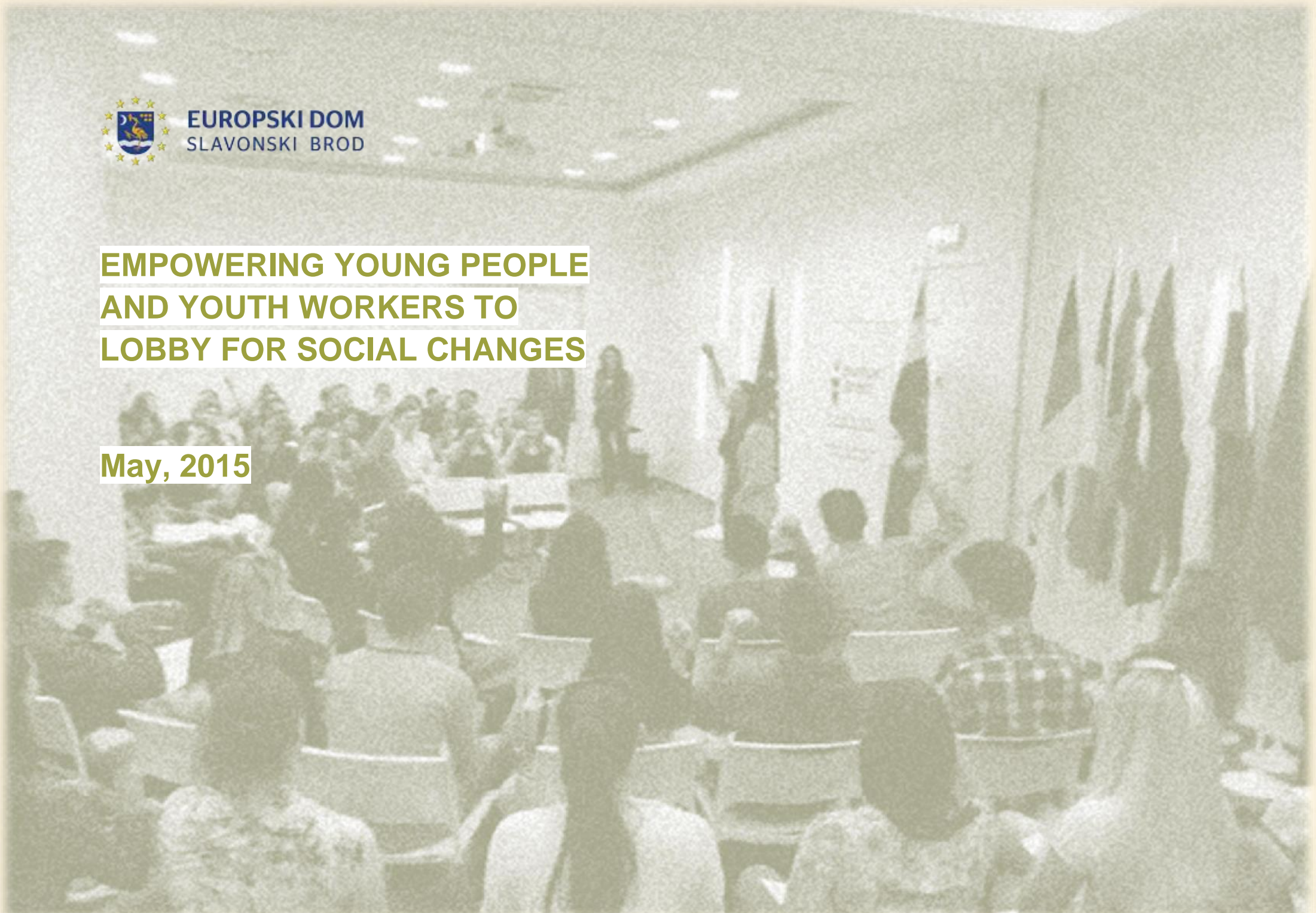
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**EUROPSKI DOM  
SLAVONSKI BROD**

**EMPOWERING YOUNG PEOPLE  
AND YOUTH WORKERS TO  
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**May, 2015**



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## Introduction

This T-Kit is aimed at all youth, youth workers, civil society organizations and citizens who wish to learn more about lobbying, to have their voices heard and to become the change they wish to see in their communities.

It has been created within the project „It's Your Turn for Social Changes!“ developed by four partner organizations – MHD UMKA Skopje (Macedonia), European Information Centre Veliko Trnovo (Bulgaria), Konya Metropolitan Municipality Kilicarslan Youth Center (Turkey), and Europe House Slavonski Brod (Croatia) under the Erasmus+ Programme of European Commission.

Previous experiences showed that young people lack competencies needed to identify the problems in their local communities, as well as competencies needed to enter into a dialogue with policy-makers on all levels and resolve the issues they encounter, thus becoming active citizens. Experience also showed that young people often do not understand the

mechanisms existing in the policy-making process, which is a big obstacle in their active participation.

For this reason, through project activities we have aimed to deepen the youth's understanding of Active European Citizenship, to raise awareness about the importance of positive social change, and to increase the level of youth's competence and level of their active participation.

One of the results of these efforts is this T-Kit you are holding in your hands. In it you will find some tools for analyzing the issues concerning your communities and some for planning and implementing activities that might tackle those issues.

Through the brochure you will find information about what lobbying is and the tools that you could use in your lobbying activities; how to choose proper issues and set your objectives, how to identify key stakeholders in your lobbying efforts and the different approaches you could take when developing your strategy.

And most importantly you will find inspiration for how to involve citizens and how to work in networks for successful initiatives!

## Lobbying: The Art of Persuasion



### What is Lobbying?

Even though the word „lobbying“ causes a wide range of emotions from concern to the enthusiasm, when asked to define it, people usually demonstrate a lack of understanding about the main ideas or processes of lobbying. It is usually considered to be some „shady activity“ done by someone else somewhere else. However, lobbying it should be seen as a very effective tool of any individual or any type of organization in ensuring that their voices are heard.

Establishing a precise definition of lobbying is not simple. Historically, the noun and the verb “lobby” are related. When the verb showed up in the 1830s, it meant to hang out in the lobby of a legislative building with the aim of influencing the voting.<sup>1</sup> However, today lobbying takes all kinds of forms.

According to the Merriam-Webster’s dictionary definition of lobbying is “to conduct activities aimed at influencing public officials and specifically members of a legislative body to vote according to the group’s special interest.”<sup>2</sup>

All of us have the basic skills of lobbying - we have developed it as small children. Who of us as a small child did not use a

<sup>1</sup> Oxford English Dictionary. (12 May, 2015). Retrieved from: [http://dictionary.oed.com/cgi/entry/50134663?single=1&query\\_type=word&queryword=lobbyist&first=1&max\\_to\\_show=10](http://dictionary.oed.com/cgi/entry/50134663?single=1&query_type=word&queryword=lobbyist&first=1&max_to_show=10)

<sup>2</sup> Merriam-Webster Dictionary.Com. (12 May, 2015). Retrieved from: <http://dictionary.reference.com/browse/lobbying>,

variety of different persuasion techniques in trying to manipulate our parents into buying us an ice-cream or fulfilling some other childhood wish?

Lobbying is not a new activity. The origin of the word itself is the proof that as long as formal legislative processes have existed, there have been different groups which wanted to influence these processes in their favor. It is an integral part of a democratic process.

### Lobbying vs. Advocacy

Very often terms lobbying and advocacy get confused with each other. Not to make a common mistake, one should bear in mind that lobbying is a type of advocacy, but not all advocacy activities are considered to be lobbying. Please see the Figure 1: Relation of advocacy and lobbying.



Figure 1: Relation of advocacy and lobbying

Advocacy is defined as any action that speaks in favor of, recommends, argues for a cause, supports or defends, or

pleads on behalf of others.<sup>3</sup> We could say that there are two types of advocacy: non – lobbying advocacy (common advocacy/campaigns) and lobbying. Non-lobbying advocacy methods are often used to send out a specific message across or to mobilize people in order to influence a particular decision maker's position.

Examples of non-lobbying advocacy activities:

- Demonstrations Petitions
- Press releases / conferences
- Newspaper articles, columns
- Media campaigns
- Lawsuits

#### Silent parade in Berlin

Activists in Berlin have put forward their own unique, very Berlin way to gather masses, organising the Silent Climate Parade (SCP), a dance parade made possible through the use of wireless headphones.

Parade allowed people to demand environment-friendly policies from our leaders to help curb climate change and keep temperature rises below two degrees.

<sup>3</sup> Alliance for Justice: What is Advocacy. (13 May, 2015). Retrieved from: [https://www.mffh.org/mm/files/AFJ\\_what-is-advocacy.pdf](https://www.mffh.org/mm/files/AFJ_what-is-advocacy.pdf)

The European Commission published an official definition of interest representation at European level in a communication from the Commission of 21 March 2007<sup>4</sup> (which was a follow-up to the green paper of 3 May 2006); the definition, taken from the green paper, defined lobbying activities as "**all activities carried out with the objective of influencing the policy formulation and decision-making processes** of the European institutions".<sup>5</sup>

Examples of lobbying activities:

- Personal letters
- Face-to-face meetings with decision-makers (such as MPs in Parliament)
- Informal contacts at receptions (e.g. at Ministry of Foreign Affairs)
- Working visits with decision-makers
- Personal exchanges over the telephone
- Drafting of joint strategies

Advocacy is focused on education about a specific issue on behalf of the people your organization serves. Lobbying is a small portion of the total amount of advocacy efforts made by many nonprofits. Most lobbying efforts are successful only

when they are coupled with many other advocacy activities that allow policymakers to make informed decisions.

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<sup>4</sup> "Communication from the Commission - Follow-up to the Green Paper "European Transparency Initiative"". 13 March 2007. Retrieved 22 May 2015.

<sup>5</sup> "Green Paper: European Transparency Initiative". 3 May 2006. Retrieved 22 May 2015.

## Strategizing lobbying activities

Successful lobbying requires development of strategic plans. It is always good to have clear answers on questions such as: What do we want to achieve? 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?

For you to be more efficient and to prevent you or other stakeholders from getting distracted it is vital to have a clear strategy available for all those involved. Developing strategies is the essential step between figuring out your objectives and making the changes to reach them. Strategies should always be formed in advance of taking action, not deciding how to do something after you have done it. Without a clear idea of the how, your group's actions may waste time and effort and fail to take advantage of emerging opportunities. Strategies should also be updated periodically to meet the needs of a changing environment, including new opportunities and emerging opposition to the group's efforts.

### Process for creating a lobbying strategy

We have proposed an 8 step process in strategy development. It should be noted that these steps are part of an ongoing process and that a lobbying strategy is a living document. It should be reviewed and adjusted regularly in

line with lessons learned and new ideas that respond to changes in the external or internal context.

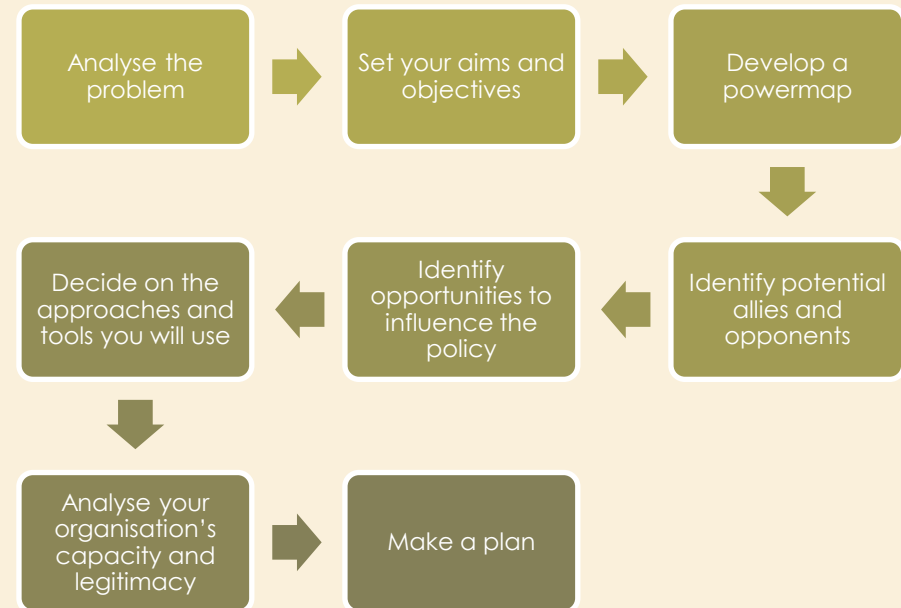


Figure 2: Development of lobbying strategy

## 1. Analyze the problem

Carry out basic research to build your understanding of the issues. The advantages of having this information are essential. Some of them are:

- Knowledge. Knowing the facts is the only way of determining the size of the gap between your vision and the reality in which you live.
- Credibility counts. If you are able to talk about the exact numbers of people affected by the issue you are involved in, you come across as knowledgeable, serious, and well organized.
- Awareness leads to change. Explore how it affects the people you expect to benefit – ask them what changes they want or need. What solutions are being proposed by others?

## 2. Set your aims and objectives

Clearly define the change you want to see and the eventual outcomes you want for people expected to benefit. Your aims and objectives should be SMART! Ideally speaking, each one of them should be:

- Specific – target a specific area for improvement.
- Measurable – quantify or at least suggest an indicator of progress.

Attainable – assuring that an end can be achieved.

- Relevant – is the right goal at the right time for you.
- Time-related – specify when the result(s) can be achieved.

## 3. Understand the power distribution

It is essential that this identifies not only primary targets for influencing - people and institutions with formal power to make decisions – but also secondary targets - those who can influence the decision makers and your opponents.

## 4. Identify opportunities to influence the issue

What key events locally, nationally and internationally will address the issue or can be linked to the issue in some way? Are any related policy processes happening? When might decisions be taken?

## 5. Review potential allies and opponents

Who is already working on the issue? Who do you want to persuade to take it up? Priorities which allies will be most important and deserve most attention. Also, try to identify your opponents. Who might oppose to your ideas? What arguments will they use? How will you argue against them?

## 7. Decide on the approaches and tools you will use

Which approach are you going to use? To what extent will citizens, especially those expected to benefit be involved? Which tools will be most effective in influencing targets and

achieving your objectives? Be clear about how different activities will contribute to achieving your objectives.

### **8. Analyze your organization's capacity and legitimacy**

Do you have enough staff, finances and other resources to undertake the advocacy alone or with your allies? Who will do what? When will human and financial resources be needed? Are you clear about what gives your organization the legitimacy to advocate on this issue?

### **9. Make a plan**

Plan all specific activities. When will they take place? How much preparation time will be needed? What money is needed? Who will take responsibility for each activity? How will its success be measured? How will lessons learned be captured and shared?



## Analyzing the issues

Every lobbying effort should have this as a starting point. In order to be able to answer the question, - what do we want the lobbying to achieve, we should understand the problems, issues and solutions first. Knowing what we want involves analyzing the situation, generating evidence and choosing priorities to identify possible areas for advocacy.

The situation analysis is the first step in identifying areas of action, forming the foundation for any lobbying plan.<sup>6</sup> It uncovers the problem that needs to be addressed, and explores the possible ways it could be solved.

A '**problem and solution tree**' is a particularly useful tool for issues analysis as it offers a visual structure to analyse the problems. It helps to find solutions by mapping out the anatomy of cause and effect around an issue in a similar way to a Mind map, but with more structure. There are two main steps in developing a problem tree:

### 1. Settling on the core problem

With your youth group discuss and agree the problem or issue to be analyzed. Do not worry if it seems like a broad topic because the problem tree will help break it down. The

problem or issue is written in the center of the paper or the flip chart and it becomes the 'trunk' of the tree.

### 2. Identify the causes and effects

Next, the group identifies the causes of the main problem – these become the roots – and then identify the effects, which become the branches.

#### Tool 1: Developing of the problem tree<sup>7</sup>

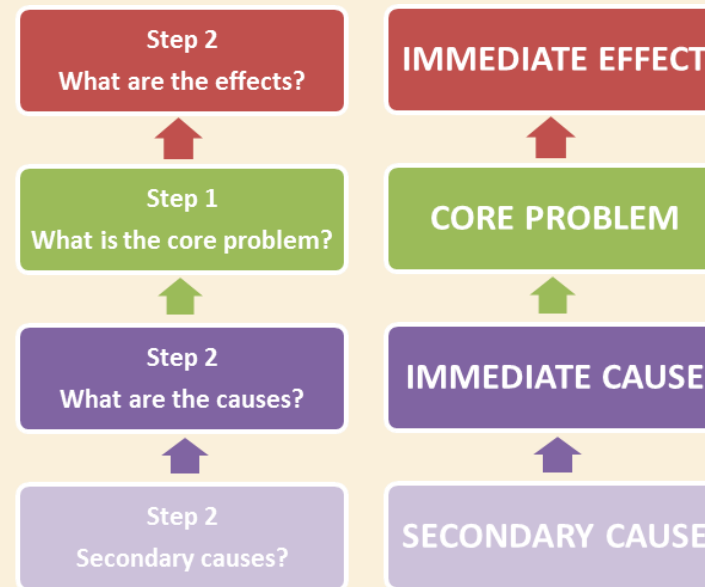


Figure 3: Developing the linear cause-effect relationship for a problem tree

<sup>6</sup> United Nations Children's Fund, Programme Policies and Procedures Manual, UNICEF, New York.

<sup>7</sup> Adopted from Tadros, Nader; 2006. Advocacy Concepts And Practices Handbook: A Practical Guide to Advocacy Groups. People's Advocacy, Virginia, USA.

One of the most beneficial parts of using problem tree analysis tool within your group when developing your lobby strategy is the discussion, debate and dialogue that is generated as factors are arranged and re-arranged, often forming subdividing roots and branches. Take time to allow people to explain their feelings and reasoning, and record related ideas and points that come up on separate flip chart paper under titles such as solutions, concerns and decisions.

#### Discussion questions might include:

- Does this represent the reality?
- Are the economic, political and socio-cultural dimensions to the problem considered?
- Which causes and consequences are getting better, which are getting worse and which are staying the same?
- What are the most serious consequences? Which are of most concern? What criteria are important to us in thinking about a way forward?
- Which causes are easiest / most difficult to address? What possible solutions or options might there be? Where could a policy change help address a cause or consequence, or create a solution?
- What decisions have we made, and what

## Setting your aims and objectives

The **Problem tree** is closely linked to the **Objectives tree**, another key tool in the lobby stargazing. The Problem tree can be converted into an objectives tree by reversing the negative statements from the problem tree into positive ones. For example, a cause (problem tree) such as “lack of knowledge” would become a means such as “increased knowledge”.

### Tool 2: Developing of the objectives tree<sup>8</sup>

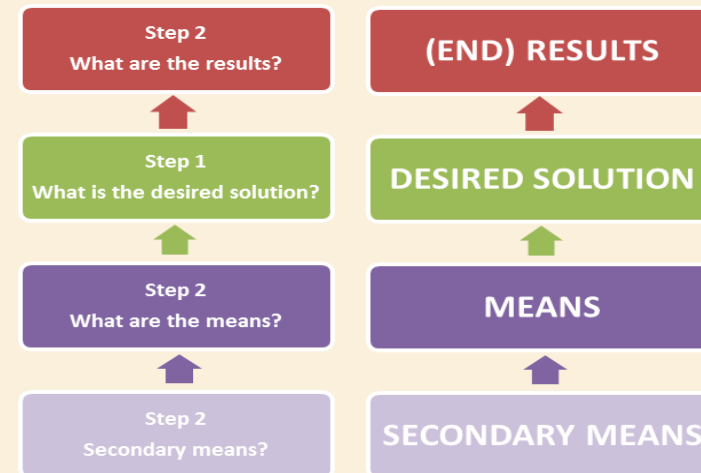


Figure 4: Developing the linear cause-effect relationship for a objectives tree

<sup>8</sup> Adopted from Tadros, Nader; 2006. Advocacy Concepts And Practices Handbook: A Practical Guide to Advocacy Groups. People’s Advocacy, Virginia, USA.

It is advisable to go through the solution tree and check to see if all the statements are clear, and if there are any missing steps between a means and an end. If so, you may need to revise both the problem and solution trees by adding more statements. In this way, root causes and consequences are turned into root solutions, and key project or influencing entry points are quickly established. These objectives may well be worded as objectives for change. These can then feed into a Force field analysis which provides a useful next step.

Sometimes the situation analysis will identify many issues that could be addressed through lobbying. However, choosing just a few is necessary to ensure focus and meet the realities of context and resources. The exact number of issues chosen will depend on the size and capacity of the organization. If there are many issues, it is also usually very helpful to have issues grouped under broader themes, or even under a single theme.

We offer you following tool to make the process of choosing your lobbying priorities easier.

**Tool 3: Choosing your lobbying priorities<sup>9</sup>**

Criteria for prioritizing issues	Does it meet the criteria?	Comments
<b>Importance of issue</b>		
Does it result in a real improvement in community lives?		
Does it address underlying problems?		
Does it address the most vulnerable and excluded?		
Is the issue widely felt?		
Is it a priority expressed by young people?		

Criteria for prioritizing issues	Does it meet the criteria?	Comments
<b>Practical considerations</b>		
Is it winnable?		
Is it easy to communicate and understand?		
Are there clear decisions makers who can make the change		

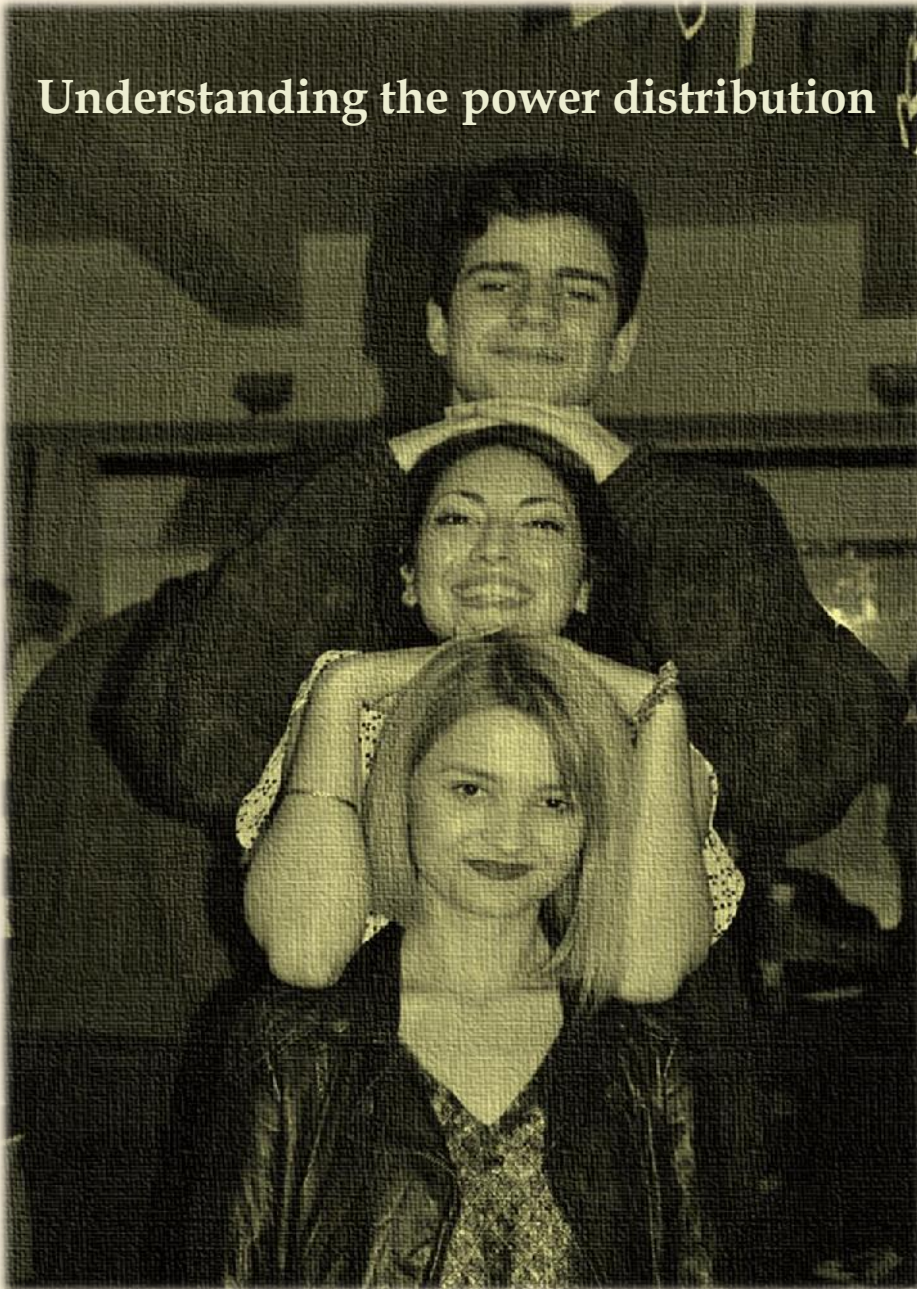
<sup>9</sup> Based on: 'Planning Advocacy and Education for Development Work', 2008; Bobo, Kimberly A., Organizing for Social Change: A manual for activists in the 1990s, Seven Locks Press, , 1991

happen?		
Does it have a clear time frame?		
Is it a priority expressed by young people?		
Are there opportunities/entry points to influence?		
Are there resources for lobbying on the issue?		
Is there pre-existing momentum on addressing the issue?		
Are there partnership possibilities in advocating on the issue?		

Table 1: Choosing your lobbying objectives

Criteria for prioritizing issues	Does it meet the criteria?	Comments
<b>Organizational support</b>		
Are governments and/or policymakers keen for change?		
Is it consistent with the Europe 2020 strategy?		
Is it consistent with the countries strategic documents for youth?		
Is there synergy with fund-raising schemes?		

## Understanding the power distribution



It is not always possible to lobby key decision-makers directly. Knowing who they are listening to provide an alternative route for influencing. There are also some situations when the person with formal power is not the one making decisions but others tell him/her what to do. Building strategic partnerships can help you organizing simultaneous lobbying efforts at several levels: local, regional, and national and, if needed, international. For all these reasons, power analysis and mapping should be part of developing a lobbying strategy. Knowing the full range of stakeholders involved in an issue is an important foundation for making good strategic decisions about your priorities.

There are different types of power. For better understanding of the possible forms power could take, please refer to the following table *Types of power*.

### Types of power<sup>10</sup>

	Characteristics	Examples
<b>Economic</b>	Money or assets	People buy or stop buying from a particular shop or company Donor threatens to reduce a grant Offering a bribe to a politician in order to get a favor
<b>Authority</b>	Official position to make decisions	A judge sentences a thief to pay a fine City council decides whether a local hospital will be built A pastor evicts someone from the congregation
<b>Coercion / force</b>	Fear if you do not respond	The army threatens to burn down a village Some political parties intimidate people during elections
<b>Privilege / connections</b>	Who you know	Persuade the government to give cheap land to your family Get a job because you know the mayor.

<sup>10</sup> This table was adapted from Tearfund's Advocacy toolkit. Retrieved 22 May 2015. From: <http://tilz.tearfund.org/~media/Files/TILZ/Publications/ROOTS/English/Advocacy%20toolkit/Second%20Edition/TearfundAdvocacytoolkit-2015.pdf>

<b>Legitimacy</b>	Recognized as a valid voice by others	Elected representative of trade union Recognized elder of community
<b>Organization / networking</b>	Organized to play to strengths	Community is mobilized to advocate for change Links with other organizations
<b>Institutional / reputation</b>	People respect or fear the institution	Organization is respected, egg: Amnesty International Organization is feared, egg: government Person is a popular public figure, egg: movie actors as UN ambassadors
<b>Information / knowledge</b>	Understanding, information and expertise	Trained professional, egg: university professor Good research and understanding of problem and realistic proposals for solution New ideas that others have not thought of
<b>Spiritual / identity</b>	Relationship with God	Understanding of who you are before God Guidance from God Understanding of God's heart and desire for justice
<b>Culture / tradition</b>	Belief system and behavior	Tradition against challenging authority Belief in fate and that one deserves one's lot in life Strong commitment to family and community

<b>Service / compassion</b>	Desire to help others	Motivated by interests of others not selfish gain Commitment to empowering others to speak for themselves Values that others respect, agree with or want
<b>Resource</b>	Having something that someone wants	Provide access to communities Provide access to water in a particular area

Table 2: Types of power

Once you understand the types of the power, your group should explore and identify who has formal power over an issue, who has informal power, and who can influence those with power. Ask the group to discuss all the actors who have formal and informal power relevant to achieving your lobbying objective. Make a list of different stakeholders, their interests, and their influence and importance. For this you could use a Tool 4: Matrix of Stakeholders.

#### Tool 4: Matrix of Stakeholders<sup>11</sup>

	Stakeholder 1	Stakeholder 2	Stakeholder 3
<b>Stakeholder name</b>			
<b>Stakeholder's interest in the issue (level of interests)</b>			
<b>Stakeholder's level of opposition to or support (strong, medium, neutral ally or opponent)</b>			
<b>Stakeholder's level of influence (unknown, some, moderate, significant influence)</b>			
<b>Importance of stakeholder's engagement (unknown, no, some, moderate, important, critical player)</b>			

Table 3: Mapping stakeholders in lobbying strategy

<sup>11</sup> This table was adapted from UNICEF's Advocacy toolkit. Retrieved 25th May 2015. from: [http://www.unicef.org/evaluation/files/Advocacy\\_Toolkit.pdf](http://www.unicef.org/evaluation/files/Advocacy_Toolkit.pdf)

Once you make the list, review it with the group and check if there is anything missing. Sometimes while brainstorming, groups miss out whole categories of actors such as international organizations, NGOs/CSOs, academic institutions, etc.



#### Examples of power groups that might have influence

- Politicians and political parties (elected, appointed) in formal government.
- Civil servants, government officials.
- Faith organisations and faith leaders.
- Business associations and big companies.
- Military/armed forces.
- Police.
- Lawyers, judges, doctors, academics, teachers and other professionals.
- Media - including television, radio, newspapers and magazines.
- Trade unions and workers associations.
- Consumer organisations and consumer groups.
- NGOs and civil society organisations
- Ethnic based associations.
- Regional institutions – EU, regional trade groups, etc.
- International institutions – World Bank/IMF, World Trade Organisation, UN agencies, etc.
- Mafia/organised crime gangs.

## Reviewing potential targets, allies and opponents

Once all the relevant actors are identified, you can divide actors into: target decision-makers (those who will be targeted by your lobbying activity), allies, opponents and constituents.

### Allies

Your lobbying allies are individuals, institutions and associations that are willing to provide you with limited support when asked. It is advisable to ration, and be strategic about your use of these allies as you are not sure when you will need them most.

### Targets

In the context of lobbying, targets are the decision-makers whom you want to influence. Identifying the decision makers is a very tricky exercise and there is not formula for it... A decision-taker is the person who ultimately signs off on the policy or the decision. The higher the rank of the decision-taker, the more remote she/he is from making the decision. Being a person with several responsibilities, she/he would rather delegate much of the decision-making power to one of her/his subordinates. The decision-maker is actually the person who prepares the decision for the signature of the official person. Lobbying efforts should be directed toward the decision-maker with less advocacy effort directed at the

decision-taker. Finding the real decision-maker is the tricky part as she/he is not necessarily the person officially responsible.

To further complicate the task, many decisions are officially made by a committee and not by a person. If we go back to the principle of dealing with individuals and not solid groups, we will find out that in the case of a collective decision-making, such as in committees, there are individuals who are the „movers and shakers“in a committee. It is hard to go against these leaders, but it is not impossible. This also brings us back to the point of politics and how the idea of equal votes is not really equal in application. Some committee member's votes carry more weight than others. In working with committees, it is important to do our research and homework in identifying whom the real decision-maker(s) is in the committee.

Tudor and Nader (2006)<sup>12</sup> identify following target sub-categories:

- The Primary Target is the person who is the most influential in making the decision. We need to know who that person is and how to influence her/his decision. We put much emphasis on analyzing the position of the Primary Target as she/he plays a crucial

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<sup>12</sup> Tadros, Nader; 2006. Advocacy Concepts And Practices Handbook: A Practical Guide to Advocacy Groups. People's Advocacy, Virginia, USA.

role in addressing our issue. The following is a tool to analyze the Primary Target's position.

- Secondary (Alternative) Targets are those who are competitors to the Primary Targets, but not as powerful. In case you encounter a serious problem with the Primary Target, you need to build up alternative block with the support of the Secondary (or Alternative) Target to secure a decision in your favor.
- Official Target: Many times, the official target, or the person who we should officially address is not the person who really makes the decision. Even if the official target is not the decision maker, it is critically important to learn about and follow the official process, and to show due respect to the official target. This should shield your campaign from any sabotage or hard feelings that you to be correct in.
- Support Targets are those who also play a role in the decision-making process, but are not the most influential. They are the other committee members who could show some support (or resistance) to the primary target. Reach out to those targets to reduce any resistance that they might show if they hear about your requests for the first time.
- Access Targets are those who can give us access to the primary target. This person could be the driver, the administrative staff, the spouse, or even distant family members of the primary target.

### Opponents

Opponents are those who will not support your position and efforts in dealing with the issue. They are in a continuum between those who trust you, and agree with the need to address the issue, but do not agree with your approach, to the other end of the continuum that are people who simply do not trust you nor agree with you on the issue.

Opponents come in different shapes and with different levels motivations to be against you or against the issue itself.

## Identify opportunities to influence the policy

A policy is a set of ideas or a plan or course of action followed by a government, a private company, a political party, or a group of people.

The term policy process cycle refers to the way in which a policy is created, from the point when it is decided that a policy is necessary through the stages by which it is approved and how it is translated into a plan of action.

### Policy development cycle

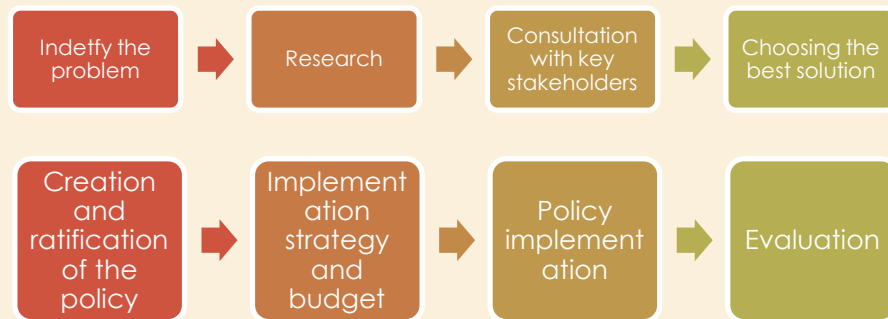


Figure 5: Policy development cycle<sup>13</sup>

In practice, what happens is not so straightforward. Policy formulation is a highly political process that is influenced by all sorts of actors and factors. Final policy decisions may have

<sup>13</sup> This table was retrieved on 22 May 2015. from <http://learning-advocacy.org/influencing-policy-processes>

more to do with politicians' personal interests, achieving political popularity, responding to the interests of foreign donors or multinational companies or financial constraints rather than being based on the evidence of what would work best to deal with the problem.

You should find out more about the policy making process by answering following questions:

- Which ministries and/or departments are involved in policy making on the issue? What is their power and influence in relation to other ministries/departments?
- Are there any opportunities for influencing on this issue that are already on policymakers' agendas (egg. annual budget process, reviews of legislation or international treaties, developing election manifestos, etc.)?
- Are there any plans for your issue in national/entity/local/sectoral development strategies?
- What is the current level of spending on this issue and closely related issues? How has this changed over the last 10 – 15 years?
- What role do political parties play in policy formulation on this/similar issues?
- Which regional and international institutions influence policies on the issue? How influential are organizations like the EU, bilateral donors, the World Bank, International Monetary Fund and various UN agencies? How dependent are national finances on external loans and aid? Does financial dependency limit policymakers' "space" for policy formulation?

- *When do the stages in policy formulation take place? How long does the process usually take? What lessons are there from previous engagements between NGOs/CSOs and the government?*
- *What is the consultation process for discussing and amending the policy proposals? Which institutions, organizations and individuals can be involved in this? What are the key opportunities for NGO and for citizens' inputs into the formal process?*
- *Is the government generally willing to consult or discuss with civil society and/or NGO networks? Is there a history of serious engagement between NGOs and sector Ministries?*
- *What is the process for approving or rejecting the policy proposals? Who makes decisions and at what levels?*
- *If approved, what are the next steps required to move the proposal through to final adoption by the government? And to enact laws if required?*
- *If a law is required, what is the process for getting the law passed? Who is responsible for drafting, debating and adopting the law?*
- *Who develops implementation plans? What is the process for developing implementations plans and how could NGOs be involved?*  
*Have any changes in the policy process taken place since the last policy was approved?*

Understanding policy making cycle gives the reader structure and provides a useful road-map. Another important factor

that should be taken in consideration when strategizing lobbying activities is the proper timing.

Policymaking can be a very long, drawn-out process – one that follows its own logic. Once a decision has been made, it can be very difficult to get it changed. You may have to wait several years for another opportunity to influence the policy. That means you must anticipate the policy decisions and understand the timetable and processes that lead up to key decisions being made.

Let's see what policy windows could be used in lobbying efforts:

### **Routine servicing**

Various government bodies prepare regular reports on the food security situation. For example, they may prepare monthly reports of food availability, seasonal yield forecasts, or Reserve Bank reports. Moreover, government bodies meet regularly to plan policy changes.

In this case you could:

- Release information just before regular meetings.
- Try to get your issue onto the meeting agenda.
- After the meeting, prepare information in response to decisions made.

### **Cyclical events**

Cyclical events occur at more-or-less predictable intervals. Some events (such as Human Rights Day) offer an opportunity to bring issues to policymakers' attention. Some emergencies can be predicted in advance and tend to follow a cycle.

In this case you could:

- Prepare an information campaign in the build-up to the event.
- Use the event to bring policymakers' attention to your topic.

### **One-off events**

One-off events do not occur in a predictable cycle, but usually have a long lead-time during which you can get policy-related information to those who need it. Examples of one-off events are: policy reviews; development of new party policies; an international speech by the Prime Minister; discussion of a new law in parliament; or negotiations over a new international agreement.

In this case you could:

- Prepare an information campaign in the build-up to the event.
- Prepare detailed briefs on the issue in time to influence the decision.

### **Emergencies**

Emergencies are unpredictable events that call for an immediate response. Examples of emergencies are: closing of the borders because of the illegal immigration; a food safety scare; or major flooding.

In this case you could:

- Respond quickly with policy proposals to solve the problem (or avert future problems)

### **Stimulated policy discussions**

Finally, rather than waiting for the issue to appear on the agenda, you can try to put it there! You can stimulate discussions, for example, on an issue which is not yet on the policy agenda.

In this case you could:

- Run a campaign to raise awareness about the issue.
- Prepare policy suggestions about the issue.

## Deciding on the approaches and tools you will use

Lobbying is an approach designed to influence those with power through face-to-face meetings and relationship-building. According to the IRS<sup>14</sup>, there are two types of lobbying approaches: direct and grassroots lobbying.

### Direct Lobbying

Direct lobbying is defined as any attempt to influence legislation through communications with:

- Any member or staff of a legislative body; or
- Any government official or employee (other than a member or employee of a legislative body) who may participate in formulating legislation, but only if the principal purpose of the communication is to influence legislation.

Direct lobbying also includes attempts to influence the general public on a measure that is the subject of a ballot initiative, referendum or similar process; in that case, the general public is deemed to be the "legislator."

To be considered direct lobbying, a communication must:

- Refer to specific legislation; and
- Reflect a view on the legislation.

The term "specific legislation" includes both legislation that already has been introduced and specific legislative proposals that your organization either supports or opposes, even if no actual legislation has been introduced. For a ballot proposal or referendum that will be submitted to the voters, a proposal becomes specific legislation as soon as the first petition is circulated among voters in order to gather the signatures necessary to put the measure on the ballot.

Examples of direct lobbying include:

- Meeting with legislators or their staff to discuss specific legislation.
- Drafting or negotiating the terms of a bill.
- Discussing potential contents of legislation with legislators or staff.
- Meeting with officials of the executive branch to influence testimony on a legislative proposal.
- Urging a Presidential or gubernatorial veto.

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<sup>14</sup> Retrieve on 22 May, 2015 from IRS official website:  
<https://www.irs.gov/Charities-&-Non-Profits/Direct--and--Grass-Roots--Lobbying-Defined>

## Grassroots Lobbying

Grassroots lobbying is an attempt to influence legislation by influencing public opinion.

To be considered grassroots lobbying, a communication must:

- Refer to specific legislation;
- Reflect a view on the legislation; and
- Encourage the recipient to take action with respect to such legislation — that is, it includes a "call to action."

A "call to action" communication includes any one or more of the following:

- The communication states that the recipient should contact (1) a member or employee of a legislative body, or (2) any other government official or employee who may participate in the formulation of legislation, if the principal purpose of the contact is lobbying (direct call to action).
- The communication states the address, telephone number or similar information of a legislator or an employee of a legislative body.
- The communication provides a petition, tear-off postcard or similar material for the recipient to communicate with any such individual (direct call to action).
- The communication specifically identifies one or more legislators who will vote on the legislation as: (1) opposing the organization's view with respect to the legislation, (2)

being undecided with respect to the legislation, (3) being the recipient's representative in the legislature, or (4) being a member of the legislative committee or subcommittee that will consider the legislation. However, merely naming the main sponsors of the legislation for purposes of identifying the legislation does not constitute encouraging the recipient to take action (indirect call to action).

Examples of grassroots lobbying include:

- An action alert urging recipients to contact their legislators about a pending bill.
- Attending a coalition meeting to help plan a grassroots lobbying communication addressing a pending bill.

Before meeting with your lobby target(s), take time to prepare properly. Do not treat it as a chat. Think about what you will say, and how you will express it. How can you present the problem and solutions in ways that are relevant to the person's interests? Try to see the issue from their perspective.

Since they may not agree with your objectives, what approaches and arguments will persuade them to change - or begin to do so? Do not rely only on ideas about justice and rights, etc. Instead think about what would motivate them to change their mind.

Assume that you will need to meet them several times, maybe dozens of times. What result can you realistically expect from this particular meeting?



## Analyzing your organization's capacity and legitimacy

Building robust capacities within an office is the foundation for effective and far-reaching advocacy. Here are the eight foundation areas for stronger lobbying:

1. Credibility
2. Skills
3. Intra-office coordination and leadership
4. Capacity to generate and communicate relevant evidence
5. Ability to assess risks
6. Capacity to work with children and young people
7. Long-term partnerships that can form a broad base for advocacy
8. Sufficient resources

Building and maintaining a foundation to lobby should be a continuous process, extending throughout the stages of creating and implementing an advocacy strategy. Broad recognition and understanding of these Foundation Areas can buttress our capacities for successful advocacy and enhance our ability to respond to (sometimes sudden) changes that can occur during implementation of an advocacy plan.

### *Foundation Area 1 Credibility*

As a lobbyist, it is crucial that governments, institutions and the communities you work with trust the organization and value that you have to say. What makes you an effective advocate is our credibility. Expertise and trusting relationships, complemented by strong research and analysis, form the cornerstones of credibility.

### *Foundation Area 3 Intra-office coordination and leadership*

Because you are working for the same goal – positive change for society – everyone in your youth organisation is a lobbyist, even if their job title doesn't include 'lobbying'. However, lobbyist engage in a variety of related activities; and so lobbying requires strong collaboration between staff members and strong leadership to pave the way forward.

### *Foundation Area 4 Capacity to generate and communicate evidence*

Evidence for lobbying provides credibility and authority to the organization, allowing us to convince decision makers to support an issue. Data collection, research, analysis, organization and management provide the basis for solid evidence. This evidence, however, must also be interpreted and then communicated at the correct time, to the relevant audiences and in the appropriate manner. That means using the best format – so that the knowledge is clearly

communicated, can be absorbed and will have the desired impact.<sup>15</sup>

The evidence needs to highlight the issue, the causes of the issue and the solutions to the issue. Being transparent about methodology, and not overstating the findings, adds to credibility and helps the advocate gain advantages in public argument.<sup>16</sup>

### ***Foundation Area 5 Ability to assess risks***

There are risks in conducting lobbying, as well as risks in choosing not to undertake lobbying. Either path can affect UNICEF's, or our partners', credibility and authority; it might also affect the lives of UNICEF's lobbying practitioners and the people involved, including children and women. As an organization, we need to evaluate the risks of conducting lobbying, and the potential gains, versus the risks of not conducting lobbying and the potential losses (For more information, see Chapter 6: Managing Risks in Lobbying)

### ***Foundation Area 6 Capacity to work with young people***

Involving stakeholders in lobbying efforts is essential to align lobbying with human rights-based approach and because the target audience is often accountable to stakeholders.

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<sup>15</sup> Cohen, David, 'Essay on Advocacy', Encyclopedia of Social Sciences Sage Publications (2010).

<sup>16</sup> Adapted from: Laws, Sophie, Research for Development: A practical guide, Sage Publications, London, 2003

Lobbying must ensure the concerns of youth, as well as parents, caregivers, community members and marginalized groups, are reflected in policy dialogue and decision-making.

### ***Foundation Area 7 Partners and networks that form a broad base for lobbying***

The ability to build relationships – personal, public and institutional – is very important for effective lobbying. Good relationships allow organizations to reach target audiences, or overcome gaps by connecting with influential 'secondary' audiences, as well as generating critical mass behind the causes and issues that advance the rights of children and women. Building such relationships requires understanding the dynamics of power and having the capacity to engage audiences through multiple platforms and forums. As a relationship is nurtured, people will respond and provide support to you, but you should also be prepared to respond in a timely and diligent way. Reciprocity, responsiveness and responsibility strengthen, build and sustain partnerships.

### ***Foundation Area 8 Sufficient resources***

Lobbying is resource intensive. It requires investments of funds, staff time and materials over an extended period of time. Resource availability often changes the shape of a lobbying strategy and how it is planned. Therefore, it is essential to know the likelihood of what resources will be available for a lobbying issue at the outset.

## Making a plan

PREPARE, PREPARE, PREPARE!

Plan and rehearse - this is important for all lobby meetings, but essential when lobbying as a network

- Be clear what you want.
- Know the views of the people to be lobbied.
- What's in it for them – why should they change their views? What could they gain if they support you? What could they lose?

## Develop your messages

Policymakers are busy. They have many subjects to deal with, many meetings to go to, and many demands on their time.

They do not have time to read long reports.

Most policymakers are not specialists in your area. Politicians and other policymakers come from many different backgrounds – many policymakers do

### USEFUL TIPS

- Be simple and explicit.
- What is the issue?
- What do you want them to do about it?
- Use examples that will engage their interest.
- Consider involving someone who is directly affected by the issue.

not have a university degree in an area of your interest, so they are unlikely to understand jargon and complicated explanations. They may rely on technical specialists to summarize and explain complex subjects to them.

Policymakers have many conflicting sources of information and they listen to many points of view before making a decision. Therefore, they want information presented clearly and concisely, without longwinded explanations, and without lots of ifs and buts.

## Choose a channel

The following are the different channels that you can use to reach policymakers:

- Printed and audiovisual materials (Briefing paper, Policy briefs, Brochures, Letters to policymakers, Books, Evaluation reports, Videos, Websites, blogs)
- Mass media (TV/radio interviews, chat shows, Documentaries, Current affairs programmers, TV/radio spots, News stories, Opinion articles)
- Face to face meetings
- Social/professional networks (Friendships, Social events, Trusted associates, Former colleagues or students, Staff hiring)

## USEFUL TIPS IN FACE TO FACE MEETINGS

### Where, when and protocols

- Be sure you know exactly where the venue is and remember to leave time for security checks.
- Arrive on time - it is rude to be late; be prepared to be kept waiting; and to leave before you would like.
- Dress appropriately - in the same way as the target.
- Be polite, acknowledge status.
- Give business cards to everyone. With luck they will give you theirs – so you have their contact numbers.
- Never forget the secretaries/Personal Assistants who work for those you are meeting - they can control access to those you are seeking to influence so there are big dividends if they like you.
- Always finish the meeting by suggesting that another meeting would be a good idea. Your lobbying will be more successful if you can build an ongoing relationship with those you are seeking to influence.

### Use negotiating techniques

- Be conscious of your body language, relax, keep your voice calm.
- Listen actively – don't interrupt, demonstrate empathy.
- Ask questions.
- Keep to time – brief is best; don't get distracted, stick to your plan.
- Focus on the common ground you share and seek solutions where everyone gains something. 'Win-win' results are the most sustainable.

### Build relationships: the messenger can be as important as the message

- Be friendly, use all your social skills - but no grovelling.
- Consistency of personnel builds trust. Having the same people lobbying every time is best.

## Do some further reading

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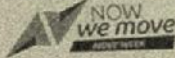


# Youth power

Make that summer count!

Build your career perspectives!

Be Deliberate!  
Be Engaged!  
Be GLOBAL!



Be ACTIVE!

Live like a leader!

1. Don't be late  
2. Know the place  
3. Be on time  
4. Don't forget