



12 YEARS OF TRIALOG
ADVOCACY SUCCESSES FROM EU-12



TRIALOG is a project to strengthen civil society and raise awareness of development issues in the enlarged EU

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Lead agency **HORIZONT3000** AUSTRIAN ORGANIZATION FOR DEVELOPMENT COOPERATION HORIZONT3000 is an Austrian NGO working in the area of development cooperation, specialised in the monitoring and implementation of projects as well as in the provision of experts in developing countries.



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In the preparation of the Advocacy Guide numerous face-to face interviews were conducted and questionnaires answered by CSO representatives from the EU-12 to uncover the best advocacy examples. Desk research was also carried out to select the best recommendations for CSO actions in policy influencing work.

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FOREWORD

TRIALOG was created in 2000 to support the enlargement of the European Union (EU) through civil society organisations (CSOs) active in development cooperation. This was quite a challenge as most of the 12 countries that have joined the EU since then (EU-12) were receiver countries of Official Development Assistance (ODA) until they became EU members and had to create development cooperation structures, policies and programmes from scratch. To support this process, TRIALOG has been leading activities in different fields over the last 12 years including capacity building, information distribution, policy support, networking and last but not least advocacy at the national and European level.

Over the years, the advocacy role of TRIALOG has changed dramatically: In the beginning, TRIALOG engaged directly in advocacy to support EU-12 countries' engagement in European structures, policies and funding and supported development CSOs and their platforms in advocacy actions with their national governments. Nowadays, the advocacy support is more in the form of advice, providing good examples, organising exchanges and study visits, offering specialised capacity building and placing relevant experts in the national development CSO platforms of the EU-12.

The special situation of the EU-12 being 'young' donors of development cooperation without a colonial past, without the same kind of cooperation links with the 'traditional' developing countries of Africa, Latin America and Asia but with strong ties to their eastern and southern neighbours, makes their engagement in development cooperation different to that of 'old' EU member states. Creating new structures and policies was not only a challenge but also provided a lot of opportunities for CSOs to influence the content of their respective ODA and to build effective advocacy structures. In some countries the cooperation was more effective than in others but all have good examples and success stories to share, which can be inspiring not only for other EU-12 countries but also for other EU member states and particularly for future EU members in the Western Balkans and elsewhere.

This is why TRIALOG has written this special advocacy guide. We hope you find inspiration from your colleagues' experiences and wish you success in implementing any new ideas that result.

**Christine Bedoya,
Director of TRIALOG**

INTRODUCTION TO THE GUIDE

HOW TO USE THIS GUIDE

This TRIALOG “Advocacy Guide: 12 Years of TRIALOG – Advocacy Successes from EU-12” is aimed towards individuals in organisations and platforms working on development and related issues who wish to start or improve their advocacy efforts. It has been written with a broad audience in mind but focuses specifically on experiences within the EU-12; countries that joined the European Union in 2004 and in 2007. Those coming from a beginner’s background in policy influencing who need step by step advice should be able to read from cover to cover and pick up many practical tips on how to launch their advocacy work as soon as possible. Others, who already have some advocacy experience, will be able to consult individual sections and find inspiration from the case studies featured throughout the guide.

HOW THE GUIDE IS ORGANISED

The first chapter gives an introduction to the terms used related to policy influencing, advocacy and lobbying. It also suggests a step by step process to start drawing up your organisation’s own advocacy strategy, if one does not yet exist. Numerous useful tools are shared and real life examples are given at various points of the process, highlighting successful actions in EU-12 CSOs and development CSO platforms.

The second chapter concentrates on numerous activities that can be incorporated into an organisation’s advocacy action plan, such as lobbying, research based advocacy, campaigning, working in coalitions and with media. Real-life successes in each category are highlighted in order to share the experience of EU-12 CSOs.

The third chapter focuses on some central stakeholders that every CSO active in influencing development cooperation and related policies will want to work with. They are the members of the parliament, public officials in different ministries, and stakeholders that can support your work both at the national and European level. This chapter also includes both practical advice and examples of successful advocacy initiatives targeted at these stakeholders.

The fourth and final chapter takes a closer look at the experience of the presidencies of the European Council that some EU-12 countries and CSOs have participated in. The most valuable lessons and advocacy achievements from that six month period in Slovenia, the Czech Republic, Hungary and Poland are put forward in order to bring out lessons that can help future presidency countries to prepare and carry out successful presidency projects.

LIST of ACRONYMS

CONCORD	European NGO Confederation for Relief and Development
CSO	Civil society organisation
DEAR	Development Education and Awareness Raising
EC	European Commission
EU	European Union
MDGS	Millennium Development Goals
MEP	Member of the European Parliament
MFA	Ministry of Foreign Affairs
MFF	Multiannual Financial Framework (EU Budget 2014-2020)
MP	Member of Parliament
NGO	Non-governmental organisation
NGDO	Non-governmental development organisation
ODA	Official Development Assistance
PCD	Policy Coherence for Development
V4	Visegrad countries (Czech Republic, Hungary, Poland, Slovakia)



■ Participants of the TRIALOG Brussels Study Visit 2012 with the Estonian, Latvian and Lithuanian delegates to the European Council development working party at the Estonian Permanent Representation in Brussels.

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INTRODUCTION TO ADVOCACY ●

10.

12 YEARS OF TRIALOG ADVOCACY SUCCESSSES FROM EU-12

Advocacy encompasses a range of activities that aim to influence decisions taken by state bodies, international institutions or other powerful organisations. Advocacy deliberately aims to influence outcomes, including decisions in relation to policy and resource allocation.

In relation to development cooperation, advocacy means putting pressure on members of the government to keep development spending commitments, for example, or persuading the ministry responsible for development cooperation to include gender equality requirements into development cooperation policies.

Advocacy is most often used as an umbrella term for different activities that aim to influence decision makers directly or indirectly encompassing activities such as lobbying, campaigning, policy analysis and media work. Other times advocacy is seen as a form of influencing policies which includes public participation. In this guide advocacy refers to the umbrella term of activities if not explicitly stated otherwise.

ADVOCACY FOR POLISH DEVELOPMENT ACT

In August 2011, the Polish development CSO platform¹ Grupa Zagranica (GZ) mobilised core stakeholders to lobby for the adoption of an act on development cooperation in the parliament. GZ proposed amendments to the act and forwarded them to the Committee of Foreign Affairs in the parliament. Colleagues from the platform and member organisations such as Polish Humanitarian Organisation contacted counterparts in the Ministry of Foreign Affairs (MFA) and engaged Members of the European Parliament (MEPs) to pressure members of the Polish parliament to support the proposed amendments. “It was a chaotic last minute call for advocacy,” points out Monika Matus, GZ policy officer. It was worth the effort though, since two important points that were supported by civil society were included in the new act, which was passed on 16 September 2011 and came into force on 1 January 2012. Firstly, global education is now explicitly mentioned in the act, and secondly, the Development Cooperation Programme Board, which includes representatives from different ministries and the parliament, now also includes four civil society representatives.

Although having an advocacy strategy for your organisation is important, as discussed later in this guide, organisations must be flexible enough to redirect their advocacy activities following windows of opportunity.

¹ The full name of the Polish platform and the other EU-12 development CSO platforms can be found at the end of the guide on page 86.

Lobbying is seeking to directly influence decision makers or people who have power over them on behalf of a particular interest. Lobbying includes educating and convincing decision makers to influence them personally to support your cause. Lobbying can be carried out through official meetings or in informal social settings.

LOBBYING FOR CO-FUNDING

The Romanian development CSO platform FOND met with representatives from the Ministry of Foreign Affairs (MFA) and Ministry of Finance to lobby for a co-funding mechanism for European Commission (EC) grants. TRIALOG was also involved in the meeting and brought best practice examples from the Czech Republic and other countries. Unfortunately, despite the good will of the people in the meeting, the co-funding mechanism could not be established due to limitations within Romanian legislation.

Campaigning is engaging with the public and encouraging them to take action in support of or against an issue, putting pressure on policy makers. Campaigning activates members of the public to do something that leads to change.

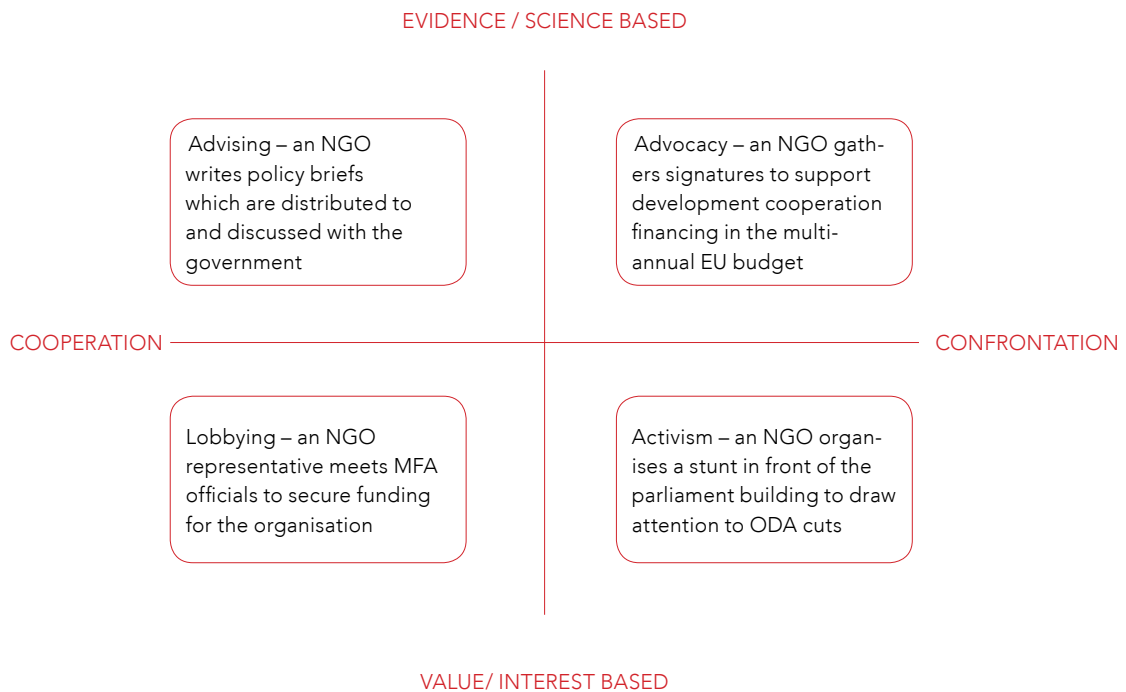
JOINING FORCES FOR CAMPAIGNS

Often small organisations find it difficult to carry out a campaign alone. It is a smart move to join other organisations or a global campaign and bring its activities to your country. This is what SKOP, the Maltese development CSO platform, and STOPoverty! Neqirdu l-faqar did with the international STOPoverty! campaign led by GCAP International. Both in 2007 and 2008 more than 15,000 people stood up and spoke out against global poverty in Malta. Around the globe more than 43 million people stood up against poverty during the campaign. This action used the act of breaking a world record to deliver a powerful message to governments around the world - keep promises made through the Millennium Development Goals (MDGs).

All the different forms of advocacy are useful tools for CSOs to use to put forward their positions and achieve change in the world. Choosing between the different methods depends on the position and function of the organisation advocating, the target of the advocacy and the change the organisation hopes to make.

To understand further different forms of advocacy and policy influencing, it is useful to look at how Daniel Start and Ingie Hovland² allocate the different strategies to a two dimensional matrix. One of the dimensions is divided along the cooperation – confrontation divide. The second dimension is allocated depending on whether the policy influencing activity is evidence (science) based or value (interest) based. According to these two dimensions policy influence strategies can be divided into four categories – advising, advocacy³, lobbying and activism.

Figure 1:⁴ Examples of activities on the cooperation/evidence axes



2 Start, D. and I. Hovland (2004) "Tools for Policy Impact: A Handbook for Researchers", Overseas Development Institute. <http://www.odi.org.uk/resources/docs/194.pdf>

3 Start and Hovland use the term 'advocacy' as one possible policy-influencing strategy and not as an umbrella term for policy influencing activities.

4 Modified from Start, D. and I. Hovland (2004) "Tools for Policy Impact: A Handbook for Researchers", Overseas Development Institute.

DOES YOUR ORGANISATION ENGAGE IN MORE OUTSIDER OR INSIDER ADVOCACY?

Confrontation is usually the method used by advocacy and activism as they often point out problems and pressure their targets. Nevertheless more and more advocacy and activism aim to provide solutions to problems and cooperate with their targets to work on these solutions. **Cooperation** is the practice favoured by advising and lobbying. This aims to build constructive working relations with policy makers and develop solutions together.

The confrontation method is also associated with **outsider advocacy**. This implies that the individuals or organisations are outside the decision-making circles and do not meet with the decision-makers on a regular basis. Instead, they often engage in campaigning with an attractive message. Their influence comes from the number of people engaging in the campaign and the amount of pressure they put on decision makers through the media attention they attract. **Insider advocacy** implies sitting at the table with the decision makers and influencing them in meetings and while sharing technical expertise. This kind of quiet lobbying can often deliver incremental changes towards advocacy goals.

Outsider advocacy is often used when insider advocacy is not possible; when there is no direct access to decision makers or when insider advocacy has not worked. All in all both 'carrot' and 'stick' are necessary in order to achieve social change but certain organisations tend to use one method more than the other.

The second dimension of **value or evidence based advocacy** draws attention to the fact that some organisations tend to propose change based on academic research and ground their credibility and authority in being objective and taking a scientific approach. Most think tanks and many CSOs base their advocacy on research. Then again, there are organisations that base their advocacy on values they want to promote or even on self-interest.

WHERE CAN I FIND VALUE BASED ADVOCACY?

Organisations advocating for an increase in development cooperation funding in order to keep the promises EU leaders have given to the poorest countries in the world provide an example of a value based lobby. Numerous organisations point out that based on humanitarian values and solidarity certain individuals and countries should help other people who are suffering from hunger and living in extreme poverty. Romanian development CSO platform FOND has a slogan that reflects this well: "It is our turn to help!"

WHERE CAN I FIND RESEARCH BASED ADVOCACY?

Each year CONCORD, the European NGO Confederation for Relief and Development, produces the AidWatch report about development cooperation financing in EU member states. The national platforms help to write the sections about their country in the report and provide CONCORD with the necessary data. The AidWatch report launch is a great opportunity for most development CSO platforms in the EU-12 to present the report to national politicians and stakeholders and advocate for the main messages in the report. Many organisations, such as the Czech and the Polish NGDO platforms also release a yearly national AidWatch report and use this as an advocacy tool.

CREATING AN ADVOCACY STRATEGY

Why Have an Advocacy Strategy?

Some of the most important characteristics of advocacy are that it needs to be planned, be systematic, involve logical arguments to back up the cause, be political and involve rational achievable goals. The following chapter gives advice on forming an advocacy strategy. All sorts of organisations can benefit from having an advocacy strategy; from small local non-governmental organisations (NGOs) to national platforms of development CSOs.

Advocacy work is likely to have much more effect and impact with a strategy than on an ad hoc basis. Going through the cycle of making an advocacy strategy will help organisations and individuals research the advocacy topic, analyse the political context and power relations, get to know target groups, opponents and potential allies, develop clear messages and direct them to the people who are most able to make the decisions to allow the desired change to take place.

It is good to hold an advocacy workshop or at least a series of meetings while planning the advocacy strategy as it should be a participatory process involving a team from the organisation. When planning an advocacy strategy for the first time, it is advised to include an external facilitator who can guide the team during the workshop. A great number of tools exist to facilitate planning an advocacy strategy and some of them are referred to in this guide.

Some organisations whose core purpose is strongly connected to advocacy have the advocacy strategy as one part of the organisation's general strategy.

An advocacy strategy needs to be updated regularly

as it depends on many variables such as the political context and attitudes of targets and stakeholders.

Often advocacy strategies of organisations are drawn up thanks to special funding opportunities. Keep your eyes open for calls for project funding applications where creating an advocacy strategy is a viable activity.

MAKING THE BULGARIAN NGDO ADVOCACY STRATEGY

The Bulgarian development CSO platform (BPID) has had an advocacy strategy since 2007. Firstly, a task force for drafting the strategy was elected. Then there were several working meetings for drafting the strategy: one general meeting for all BPID members and several meetings of the task force. During a final meeting among BPID members the strategy was approved. All in all, drawing up the platform's advocacy strategy took about 20 working days. There was no external facilitator for establishing the strategy as the facilitators were individuals from BPID member organisations. After five years, the advocacy strategy is still in use but it is being renewed when necessary.

"Context changes are not predictable and therefore ad hoc reactions to adjust the strategy are appropriate."

Ventzislav Kirkov, board member of BPID

FORMING AN ADVOCACY STRATEGY COULD
BE ON THE AGENDA OF YOUR NEXT TEAM
MEETING OR SEMINAR

CZECH NGDO PLATFORM STRATEGY

In the Czech development CSO platform FoRS advocacy activities are part of one of the three pillars of the work of the platform. FoRS has had an advocacy strategy since 2008 and it was renewed in 2011 for the years 2011-2015. The part relating to advocacy is called "Representation of FoRS members' interests and influencing development and other related policies at the Czech and EU levels". The advocacy strategy reflects the main FoRS interlocutors and partners at the Czech and EU/international level. It also specifies the work principles of the advocacy: involvement of partners in developing countries; prerequisite of knowledge of the political processes; suggesting constructive and realistic solutions as part of the advocacy.

"The advocacy strategy can serve as an overall guideline for the FoRS membership, the board as well as secretariat. On a daily basis, it can help us to keep the vision and ultimate goals in mind while completing smaller tasks."

Jana Milerova, director of FoRS

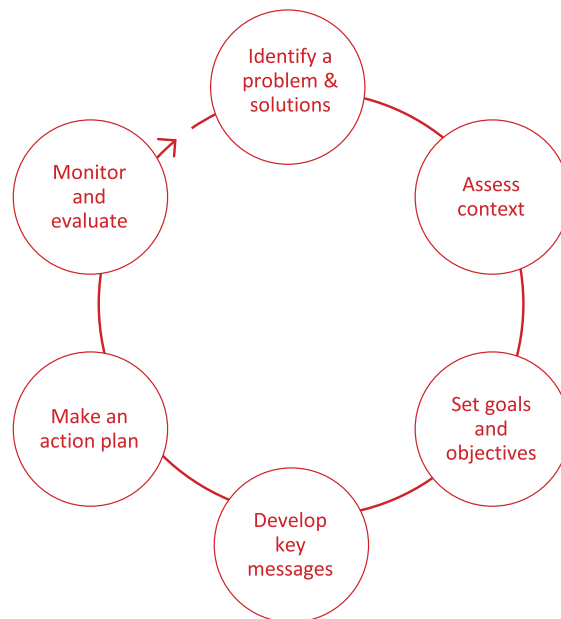
The Cycle of Making an Advocacy Strategy

Creating an advocacy strategy involves various steps. Firstly, identify a problem that your organisation feels strongly about and a possible solution to the problem where your organisation could make a difference. Secondly, assess the context of the problem as well as the stakeholders involved in the topic. Thirdly, set goals and objectives for the advocacy together with indicators on how to measure the success level of the actions. Fourthly, develop key

messages and tailored messages for each target group of the advocacy. Fifthly, write down and finalise the action plan of the advocacy strategy, taking into account aspects such as timing and allocation of responsibilities. Finally, plan how to monitor and evaluate the advocacy actions and strategy and do it on a regular basis to reassess and modify the strategy when needed. Figure 2 highlights important steps in making and implementing an advocacy strategy.

UNDERSTANDING CAUSES AND EFFECTS OF THE PROBLEM CAN HELP FIND POSSIBLE SOLUTIONS

Figure 2: The cycle of making an advocacy strategy



STEP 1 – Identify a Problem and Solutions

The first step is to identify a **problem** that the people working on the advocacy would like to address. Choose an issue the organisation cares deeply about and that is directly connected to its work.

After choosing the topic, understand and analyse the causes and effects of the problem that exist. Identifying causes and effects of the problem makes it easier to set goals and objectives for the advocacy plan. To identify the causes and effects of a problem it is good to use the **problem tree**

method which is well suited to work in a small group. First, brainstorm the causes of the chosen problem and add them as roots of the tree. The primary causes of the problem are the roots closer to the ground whereas the secondary causes are deeper in the ground. After writing out the causes continue with brainstorming the effects of the problem, adding them as branches. One effect can have longer-term or secondary effects – add these effects to the branches that divide into more branches. An example of a problem tree can be found in Figure 3.

Figure 3: Problem tree: EU-12 CSOs in advocacy

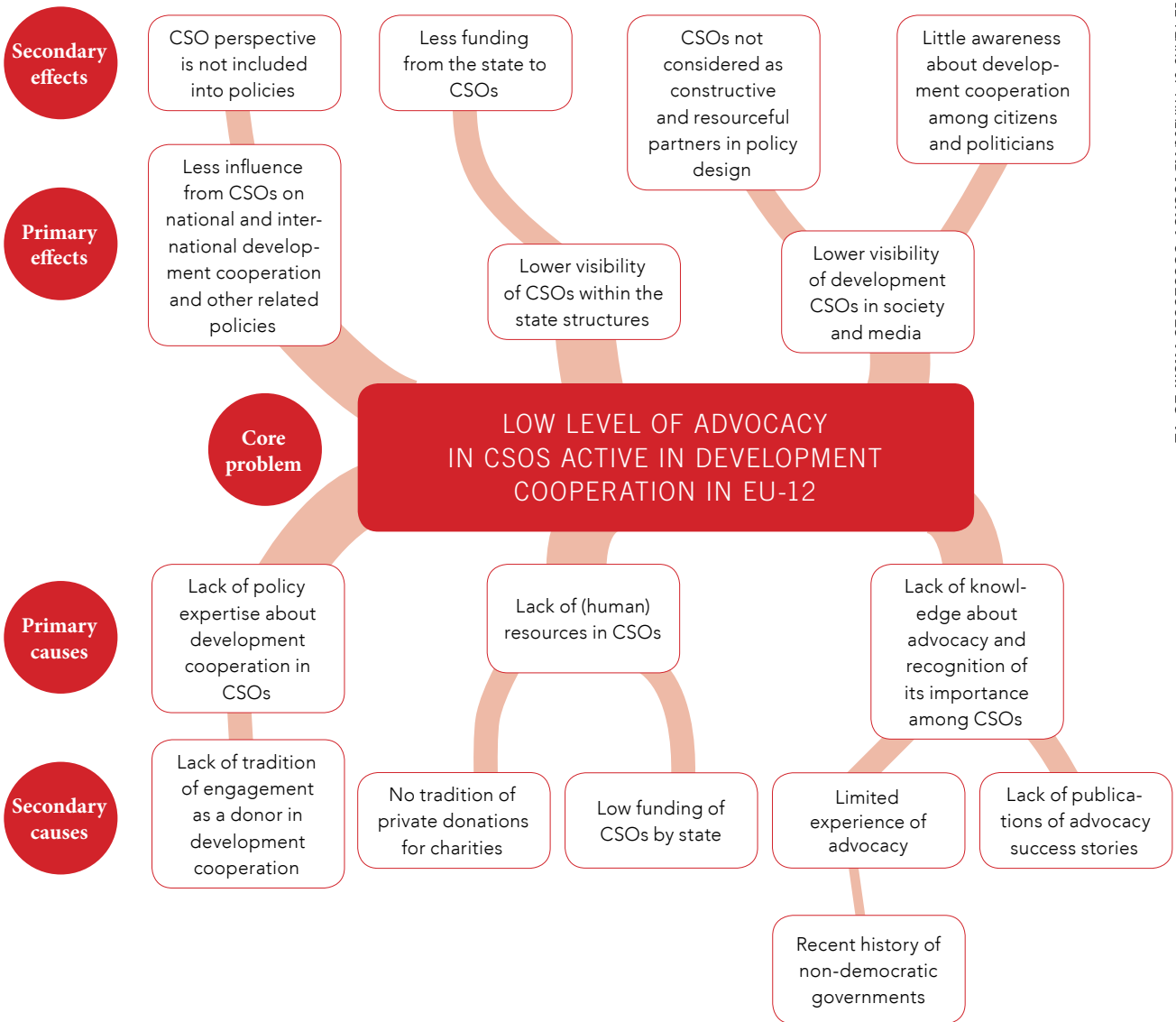
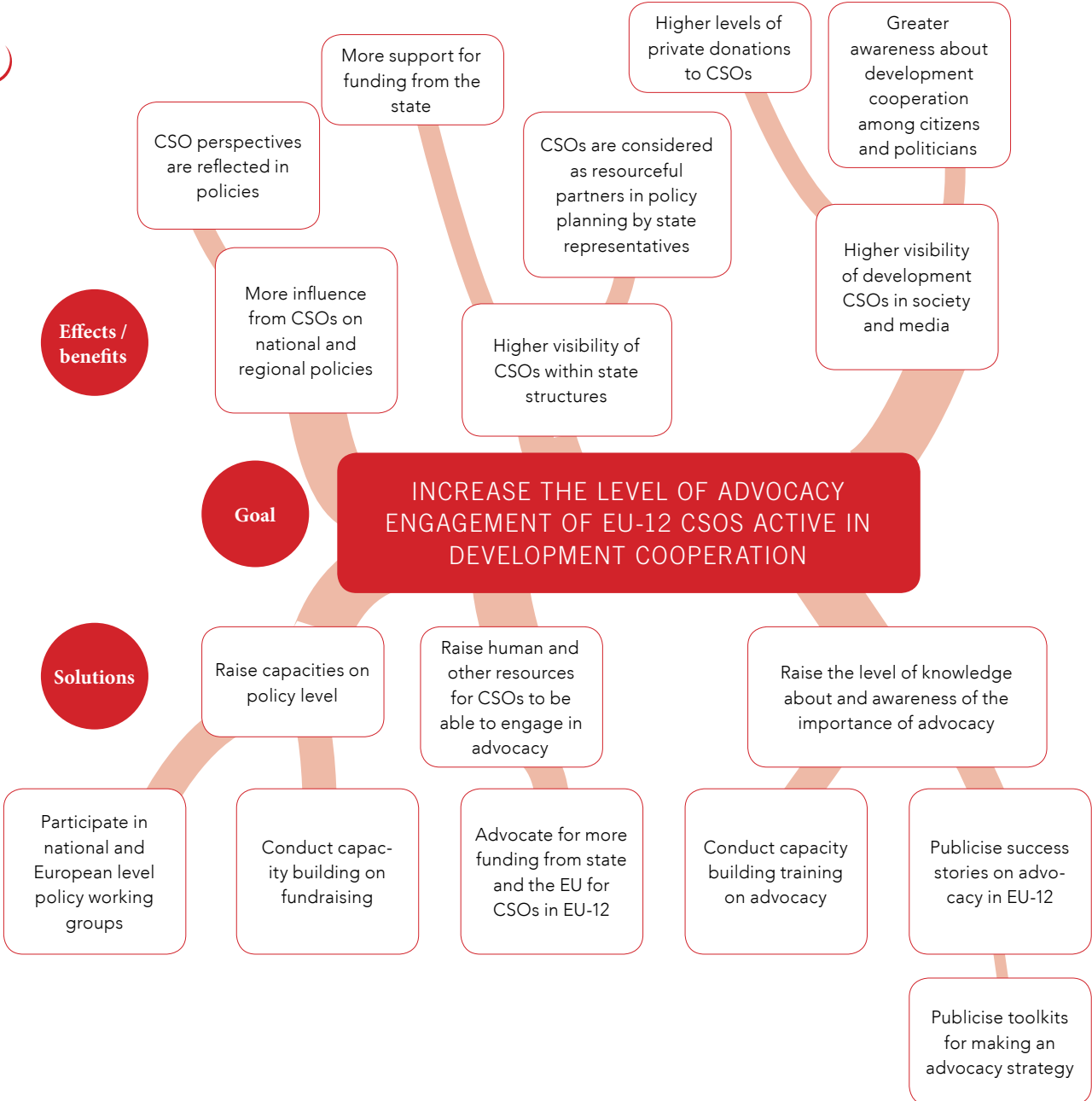


Figure 4: Solution tree: EU-12 CSOs in advocacy



After identifying the problem, its causes and effects that the advocacy strategy wants to address, start thinking of possible solutions to this problem. Developing a **solution tree** is one way of doing that. In the solution tree the negative statements of the problem tree are reversed into positive objectives. In the solution tree write the goal of the advocacy in the place where the problem was in the problem tree. Then turn the causes of the problem into possible solutions, and the effects of the problem into potential benefits (Figure 4).

The problem tree can expose multiple causes of the problem and it is important to **prioritise** the problems to address in the advocacy strategy as addressing them all might overstretch the organisation's resources. Prioritising which causes to

address in the advocacy work involves looking at whether addressing the cause would benefit the organisation to work further on its mission and vision, whether it would truly benefit the target beneficiary groups of the organisation and whether it would build lasting alliances with other actors.

ASSESS THE RISKS

When choosing an issue it is useful to perform a **risk analysis** about the topic to make sure that the advocacy activities will not harm the organisation implementing them or the partners of the organisation and that the envisioned benefits of the advocacy will outweigh the risks. Although most advocacy strategies require some risk-taking, by assessing risks it is possible to choose the strategy that minimises them to the organisation, staff, volunteers and partners, while still achieving the goal.

TOOL

GUIDANCE FOR ADVOCACY STRATEGY RISK ASSESSMENT:⁵

1. Brainstorm and list major risks to the success of the advocacy strategy (dangers or obstacles – both internal and external).
2. Rate the level of impact of that risk to the organisation, staff, partners etc. 'High' would be a catastrophic impact to the reputation or existence of the organisation, 'medium' would be a damaging short-term effect and 'low' would be impact that has little effect on the organisation.
3. Next decide what the likelihood is that this negative situation would happen. Mark as 'high' situations that are likely to take place in the next months; mark as 'medium' the situations that could potentially happen in the next months; and mark as 'low' the situations that are not likely to happen.
4. Decide on steps to mitigate the risks, especially the ones that have high impact and high likelihood of taking place. Discuss and develop strategies that minimise their impact or help to avoid them. Decide who would have the authority to act when the risk takes place. Reassess risks during the advocacy actions as contexts may change and new risks arise.

⁵ Adapted from de Toma, C. (2011) "Advocacy Toolkit: Guidance on how to advocate for a more enabling environment for civil society in your context", Open Forum for CSO Development Effectiveness.

UNDERSTANDING THE POLICY PROCESS HELPS YOU IDENTIFY WINDOWS OF OPPORTUNITY FOR POLICY INFLUENCING. USUALLY THE SOONER YOU PRESENT YOUR IDEAS TO POLITICIANS THE BETTER

20.

STEP 2 – Assess the Context

It is vital for the advocacy strategy to recognise the political context of the problem, including the laws and regulations that apply. Analysis of the political environment will indicate whether the change the advocacy intends to achieve is likely or not. It is also important to understand the wider context of socio-political processes to see the pressing issues on the agenda of the media, research institutions and the public. Analysing the people and organisations that have influence over the area where bringing about change is intended is also necessary for planning influential advocacy. Knowing the context will help to plan the timing of the advocacy and recognise best influencing opportunities.

ASSESS THE POLITICAL CONTEXT

Answering the following questions will help you understand the context of the advocacy problem.

- Is it a topic that is important for the society?
- What laws and regulations cover the issue and where are the laws and regulations lacking and causing problems?
- Are the existing laws and regulations being implemented in practice? If not, analyse the reasons for this (e.g. budget allocations, capacity of officials, levels of commitment).
- Are the national laws and regulations in accordance with international law and commitments?
- What kind of policy change would make the situation better? What are the financial implications of the proposed change?

Answering the following questions will help you understand the decision and policy-making process around the issue.

- What level of government is dealing with the issue the most (local, regional or national)?
- What are the formal and informal ways of making policies, regulations and legislation?
- What is the policy and legislative process?
- When is the best opportunity for CSOs to influence the process? When are the windows of opportunity?

In the case of evidence based advocacy it is useful to look at the RAPID tool 'RAPID Framework Context, Evidence and Links'.⁶ It is a tool designed to map the policy context around each specific policy issue that is part of the advocacy problem. The framework provides numerous questions to analyse the context of the advocacy problem:

- Questions about the key external actors help identify who they are, their agenda and the way they influence the political context.
- Questions concerning the political context detect the key policy actors, the existence of political interest towards policy change and the way policy makers perceive the issue.
- Questions assessing research based evidence concerning the policy issue help you identify how much evidence is available to you, if it is credible and whether it is contested or not.

⁶ Start, D. and I. Hovland (2004) "Tools for Policy Impact: A Handbook for Researchers", Overseas Development Institute.

- Questions addressing the links between the evidence and political context help you find other actors who can bring the evidence to the attention of policy makers and what role the media can play in the advocacy initiative. Find some of the questions in table 1.

Table 1⁷: The RAPID Framework: Context, Evidence and Links – useful questions.

<p>POLITICAL CONTEXT:</p> <ul style="list-style-type: none"> • Who are the policy makers? • Is there policy maker demand for new ideas? • What are the sources / strengths of resistance? • What is the policy making process? • What are the opportunities and timing for input into formal processes? 	<p>EVIDENCE:</p> <ul style="list-style-type: none"> • What is the current theory? • What are the prevailing narratives? • How divergent is the new evidence? • What sort of evidence will convince policy makers?
<p>LINKS:</p> <ul style="list-style-type: none"> • Who are the key stakeholders? • What links and networks exist between them? • Who are the intermediaries, and do they have influence? • Whose side are they on? 	<p>EXTERNAL INFLUENCES:</p> <ul style="list-style-type: none"> • Who are main international actors in the policy process? • What influence do they have? • What are their priorities? • What are their research priorities and mechanisms? • What are the policies of the donors funding the research?

Read more about different methods useful for civil society organisations for understanding political context before engaging in policy influencing from “Mapping Political Context: A Toolkit for Civil Society Organisations”⁸.

7 Adapted from Start, D. and I. Hovland (2004) “Tools for Policy Impact: A Handbook for Researchers”, Overseas Development Institute. p.27.

8 Nash, R., A. Hudson, and C. Luttrell (2006) “Mapping Political Context: A Toolkit for Civil Society Organisations”, Overseas Development Institute.

IDENTIFY KEY ACTORS AND INSTITUTIONS

It is important to identify all the actors who make decisions about the policies or issues that an organisation would like to change. Such actors can be individuals or groups. It is not enough to understand just the formal political processes and the people involved in it – informal processes and influences on decision makers are just as important to grasp. In addition to decision makers, identify the actors who influence them, such as advisors and pressure groups.

TOOL

STAKEHOLDER ANALYSIS

In a small group brainstorm all stakeholders associated with the chosen advocacy problem. Stakeholders can be individuals, groups, organisations or networks. Organise the stakeholders according to their type, e.g. public sector, private sector, non-governmental sector actors.

Table 2: Stakeholder groups

PRIVATE SECTOR STAKEHOLDERS	PUBLIC SECTOR STAKEHOLDERS	CIVIL SOCIETY STAKEHOLDERS
Companies Private banks...	Ministry officials Local government workers...	NGOs Universities...

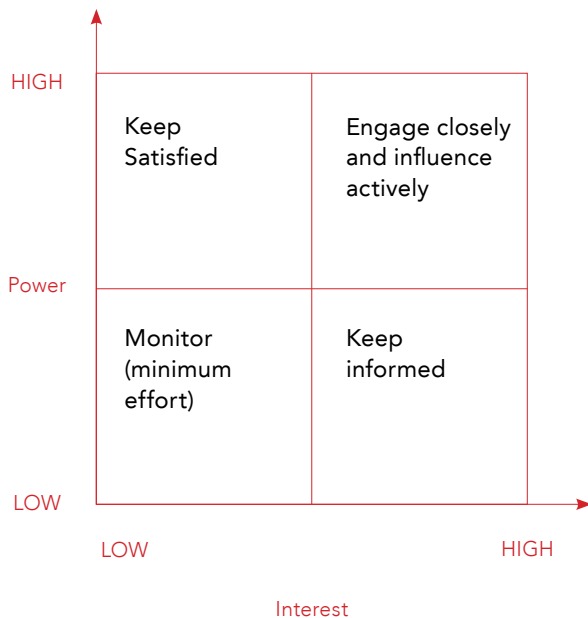
Daniel Start and Ingie Hovland⁹ recommend further analysis of the stakeholders by organising them all on a grid according to their interest and power. 'Interest' measures the degree of interest the stakeholders have in the issue and to what degree they are likely to be affected by the advocacy action. 'Power' measures the influence the stakeholder has over the issue and the degree they can prevent or help achieve the change in the policy or issue. The actions towards the stakeholders should be different depending on the level of power they hold and interest they show.

Stakeholders with high interest and high power are the most important for advocacy planning. These individuals and groups of people should be brought on board the campaign and they need to be targeted with specific activities. Stakeholders with high interest but low power need to be informed of the advocacy activities. They can form an interest group and lobby on behalf of the campaign if they are organised. Stakeholders with low interest but high power should be kept satisfied. If possible these people could be used as patrons of the cause. Stakeholders with low interest and low power should only be monitored and minimal effort should be addressed towards them.

⁹ Start, Daniel and I. Hovland (2004) "Tools for Policy Impact: A Handbook for Researchers", Overseas Development Institute.

IDENTIFY NOT ONLY THE PEOPLE WITH POWER OVER YOUR ISSUE BUT ALSO THE PEOPLE WHO HAVE POWER OVER THEM

Figure 5: Stakeholder analysis¹⁰



Answer the following questions to further understand **the level of interest** and engagement of the stakeholders involved in the advocacy topic:

- Does the stakeholder allocate money and time to the issue?
- Does the actor discuss this issue in public or mention it in speeches?
- Does the stakeholder want some kind of change concerning the issue?
- Does the actor attend events related to the topic?
- Does the stakeholder conduct research or publish articles on the issue?

Another method for understanding the power of stakeholders over the issue is INFLUENCE MAPPING. This involves mapping the people, groups and organisations that have influence over the decision maker. Such actors can be political advisors and opinion leaders and lobbies, political ideologies, government departments and churches. By identifying the influencers in detail, the group planning the advocacy action can identify entry points to the chain of influence and effect change in this way. Look for more details in the “Influence Mapping”¹¹ toolkit.

It is also necessary to find out the nature of each stakeholder that will be targeted in the advocacy or lobby activities so that the messages of the advocacy can be tailored accordingly. This will be addressed in more detail in STEP 4 – Develop Key Messages. Chapter three of the guide focuses on the particularities of some stakeholders and decision makers, among them parliamentarians, officials in ministries and politicians in the European Union.

¹⁰ Adapted from Start, Daniel and I. Hovland (2004) “Tools for Policy Impact: A Handbook for Researchers”, Overseas Development Institute. p.27.

¹¹ Overseas Development Institute (2009) “Context Assessment: Influence Mapping”.

STEP 3 – Set Goals and Objectives

An advocacy strategy should have an overall **advocacy goal** that illustrates the long-term vision of the intended change. An advocacy goal can guide the organisation and partners involved in the advocacy in the long-term. As circumstances and context change, organisations might need to change their advocacy plans and objectives, but the goal should remain the same. An advocacy goal often reflects the benefits gained by those who are affected by the problem.

CZECH ADVOCACY GOALS

The Czech development CSO platform FoRS has 3 advocacy goals in their advocacy strategy for 2011-2015:

1. Strengthening the responsibility of the Czech Republic to countries in the global South.
2. Meeting European and international obligations in international development cooperation.
3. Strengthening FoRS' legitimacy.

The strategy should also have **1-3 advocacy objectives**. An objective is a specific change that you aim to achieve and that contributes towards achieving the advocacy goal.

Objectives should state clearly what the change is that you want to accomplish, how and with whom you will achieve it and by when.

The objectives can be either short-term or long-term and sometimes it is necessary to achieve one objective before another.

While identifying your advocacy objectives, keep in mind what kind of change the organisation wants to see. According to Harry Jones¹², an organisation can have different types of objectives for its advocacy work. An organisation might want to influence one or many of the following aspects:

- **Policies:** Creating new policies or reforming existing ones

Example: State development policy strategy is enacted that takes into account policy coherence for development (PCD).

- **Behaviour:** Ensuring that policies are implemented

Example: Governments implement commitments made at international conferences, such as those made in the 4th High Level Forum on Development Effectiveness in December 2011.

- **Procedures:** Changing the way state bodies function in relation to CSOs

Example: Relevant stakeholders including CSOs are consulted before policy decisions in development cooperation.

- **Discourse:** Changing narratives and the use of concepts

¹² Adapted from Jones, H (2011) "A guide to monitoring and evaluating policy influence", Overseas Development Institute.

TOOL

SMART OBJECTIVES

One useful tool to use while setting advocacy objectives is the **SMART tool** which states that objectives should be Specific, Measurable, Achievable, Realistic and Time-bound.

SPECIFIC – clearly defined. Do not use words that can be interpreted in different ways.

MEASURABLE – quantifiable or verifiable. Make sure it is possible to evaluate the objectives. State **what** will change, **who** will make that change, by **how much**, and by **when**.

ACHIEVABLE – attainable. Be sure that the objectives can be achieved and you will not waste energy trying to bring them about.

REALISTIC – possible. Make certain that you will be able to achieve the objectives with the time, human and financial resources available to the advocacy team.

TIMEBOUND – within a time limit. It is useful to have a timeframe for the objectives. Nevertheless, it is often necessary to adjust the timing with changes in the context or process.

Example: The minister of foreign affairs starts addressing global poverty with importance in his/her speeches.

- **Attitudes:** Changing attitudes towards actors or their causes

Example: State bodies see CSOs as partners in forming development cooperation policies and not solely as implementers of projects.

In addition to objectives, it is good to define **outcomes** that should happen as a result of the advocacy. The outcomes have to be realistic and

contribute to the achievement of the objectives.

It is also useful to develop **indicators** for each objective that can measure the progress. This is central for the monitoring and evaluation of the advocacy strategy that will be discussed in more detail in STEP 6 – Monitor and Evaluate. Setting an indicator demonstrates how it will be assessed whether an objective has been achieved or whether the advocacy team is on the right path for achieving it. Together with the indicators it is good to plan sources of verification to check the progress.

Table 3:¹³ FoRS - Czech Development Cooperation Forum's expected results and indicators for the advocacy goal 'meeting of European and international obligations in international development cooperation.'

EXPECTED RESULT BY 2015 / OUTCOMES	INDICATORS
<p>2.1 Czech development cooperation complies with the main goal, i.e. reducing poverty and fulfilment of the Millennium Development Goals at the level of political and strategic decisions as well as the project level</p>	<ul style="list-style-type: none"> · Poverty reduction and the fulfilment of MDGs is listed among evaluation criteria within the selection and evaluation of projects. · Political and strategic decisions related to the Czech Republic Development Cooperation comply with the fulfilment of the goal of poverty reduction and MDGs, including national positions at EU and multilateral levels.
<p>2.2 The Czech Republic has a clear vision of how to fulfil the commitment to increase the budget of International development cooperation of the Czech Republic to a level of 0.7% of GNI.</p>	<ul style="list-style-type: none"> · The Government of the Czech Republic will approve and enforce a strategy of gradual increase in funds for the Czech Republic Development Cooperation to a level of 0.33% GNI until 2015 and further up to 0.7%. · International obligations of the Czech Republic are met in annual plans of Czech Republic's Development Cooperation
<p>2.3 The Czech Republic development cooperation complies with international standards of development effectiveness according to the European Consensus on Development, Paris Declaration and following high-level meetings.</p>	<ul style="list-style-type: none"> · Results of evaluations of programmes and projects of the Czech Republic Development Cooperation are published and used during the formulation and implementation of other programs/projects. · Within the budget of the Czech Republic Development Cooperation there is an increase in the number of joint projects implemented by the Czech Republic and other institutional donors. · The Czech Republic will create an enabling environment for full employment of CSOs in development.

¹³ The full Czech strategy is available at: http://www.fors.cz/user_files/fors_strategy_2011-15.pdf

STEP 4 – Develop Key Messages

Before starting to develop the messages for the advocacy strategy, the organisation has to know what it aims to achieve and how to do it. It is also important to have identified the people who should take action on the policy level to achieve the change (through stakeholder analysis). This identifies to whom the messages should be sent and in which form.

The first step to developing advocacy messages is to develop a **core message**. Only after developing a core message is it possible to tailor it according to different audiences and stakeholders. The core message should be one to two brief statements that include your analysis of the situation, its causes, who is responsible for solving it, your proposed solution and actions the audience should take.

The second step of developing advocacy messages is to **tailor the core message** according to different audiences and target groups. A tailored message uses the information that is most persuasive to a certain audience, taking into account its priorities, values and the amount of information they have concerning the issue at hand. Tailoring the message requires knowing a lot about the target group which is supported by the context and stakeholder analyses.

All tailored messages need to be consistent and have the same core message as different stakeholders might come across the campaign's message to another stakeholder and it would not work in the campaign's favour if messages were contradictory. To make a message memorable, it

CCP'S CORE AND TAILORED MESSAGES

The key message of the Clean Clothes Campaigns, of which Clean Clothes Poland (CCP) is part, is the following: "Improve the lives and working conditions of garment workers".

The campaign sends tailored messages to two of its main targets.

To the garment companies and brands the message is: "You are responsible for the working conditions of the people working in the whole supply chain of clothes production."

To the consumers the message is: "You need to know about the working conditions of the people who are involved in the whole supply chain of making the clothes you buy. Demand decent working conditions from the brands if they are not met."

is possible to use humour if appropriate as well as extracts of famous poems and songs. Another way to gain attention is to use specific numbers in messages, for example to say how many children will not be vaccinated because of cuts in the health budget.

Another important aspect to keep in mind when developing the message is **timing**. Is there a 'hook'

you can use to draw attention to your message? Good timing might mean an international day or a big event connected to the issue. An additional way to get attention is to tie the message to a well-known political or social concern or a topic that is high on the agenda and in people's minds.

10 RULES

FOR DEVELOPING AN EFFECTIVE MESSAGE:¹⁴

1. Know your audience.
2. Know your political environment and moment (controversies, big issues, fears, and what is considered left, right and centre).
3. Keep your message simple and brief.
4. Use real life stories and quotes.
5. Use precise, powerful language and active verbs.
6. Use clear facts and numbers creatively.
7. Adapt the message to the medium.
8. Allow your audience to reach their own conclusions.
9. Encourage audiences to take action.
10. Present a possible solution.

When advocating with partners or a network, share the advocacy strategy with all stakeholders and agree on the core and tailored messages together. Do not be afraid to repeat the advocacy message over and over again as only after hearing and seeing it several times will it truly stick with the audience.

An important aspect of the message is the **messenger**. Using a person who is personally affected by the advocacy issue brings the human element to the message. Another option is to use a celebrity to talk on behalf of the cause as this can broaden the appeal of the message. The involvement of celebrities is controversial though, unless they have a genuine engagement in the issue. A representative from a CSO or a beneficiary group of the advocacy can also be a suitable spokesperson. People who can officially talk on behalf of the campaign should be agreed upon before it starts and be limited to those who are very familiar with the topic at hand.

CORE MESSAGES IN SLOGANS

"Reserved, don't reserve information for yourself!", "Adidas, step up your game on workers' rights!" (Clean Clothes Campaign)

"Envisioning a just and sustainable world" (Cypriot development CSO platform CYINDEP's EU presidency slogan)

"You too are part of this world!" (Slovenian development CSO platform SLOGA)

¹⁴ VeneKlasen, L. with V. Miller (2002) "A New Weave of Power, People and Politics: The Action Guide for Advocacy and Citizen Participation", World Neighbours, Oklahoma USA.

KENYAN ARTIST DELIVERING THE MESSAGE

In 2009, in the middle of the financial crisis, the Slovak development CSO platform Platforma MVRO organised an event launching a photo exhibition in the Slovak parliament on the International Day Against Poverty. Its aim was to remind Slovak parliamentarians not to forget about the poverty in the world especially when dealing with the state budget. The importance of providing development assistance was presented at the event by a young Kenyan artist Adam Masava Onyango whose photographs from Sudan and original paintings were shown in the exhibition.

TV REPORTER AS GOODWILL AMBASSADOR

Al Ghaoui Hesna, a young newspaper and TV reporter is a goodwill ambassador for the MDGs in Hungary. She has written a book about her experience in developing and conflict-zone countries and continuously delivers presentations about the hot issues in these countries at numerous conferences. She has also directed a movie on child mortality in Uganda titled "Born Dead", which was shown at the Al-Jazeera International Documentary Film festival. The popular journalist comes from a Syrian-Hungarian background, teaches young journalists in Hungary and continuing to talk on the MDGs.

SLOGA'S MESSENGERS: A RAPPER AND A FOOTBALLER

During an MDG campaign in 2010, the popular singer/rapper Nikolovski took to the stage and travelled to different Slovenian cities to hold discussions with young people about global challenges. He linked local and global issues and contributed to the SLOGA campaign raising awareness about the MDGs.

In another instance in 2010, Ervin Šiljak, a Slovenian professional football player, spoke in a press conference at the start of Africa Week when "Football for Peace" was announced. Ervin talked about his multicultural experiences in sports and gained good media attention in the national radio stations and newspapers.

"Working with celebrities is not always very easy due to their own interests, which might be different from the development NGO's."

Marjan Huč, director of SLOGA

TOOL

THE ONE-MINUTE MESSAGE

Everyone involved in the advocacy action should be ready to put forward the key message in a limited time, for example when meeting someone important to the campaign by accident in an elevator or a shop queue. One suggestion is to practise it as a one minute message. During the 60 seconds it should be possible to make the main statement, give evidence and an example and say what action is needed.

When developing messages, it is also important to think how best to present the message to the audience. Read about this in Chapter 2 in the section “Working with Media” on page 54.

THE ONE-MINUTE MESSAGE:
STATEMENT + EVIDENCE + EXAMPLE
=
ACTION NEEDED

MAKE SURE THE ADVOCACY ACTIVITIES CONTRIBUTE TO THE ADVOCACY OBJECTIVES AND ULTIMATELY TO THE ADVOCACY GOAL

STEP 5 – Develop an Action Plan

After completing the previous steps of the advocacy strategy planning, it is worth thinking about the most suitable activities for the advocacy. Having analysed the goals and objectives, political context, stakeholders, core and tailored messages of the advocacy it is possible to decide whether to take the insider or the outsider approach to influencing as discussed in the 'Introduction to Advocacy' section.

While planning the activities, keep in mind how they will help to achieve the advocacy objectives and ultimately the advocacy goal. It is possible to combine a number of advocacy activities that will reinforce one another. Remember, however, that the activities depend on the audience. What is appropriate with one target group might not be with another.

Which advocacy activities to implement depend on the country and cultural context. While lobbying and direct influencing of decision makers is common and accessible in some contexts it might not be so in others. Also, public campaigning and marches can be effective means of influencing policy makers in some countries and ineffective in others.

Timing is important for each of the activities. It makes sense to use campaigning before a big

national or international policy meeting connected to your topic as the issue is more likely to find media coverage and backing of the public at that time. Lobbying should be undertaken as early in the policy process as possible.

Developing an advocacy strategy action plan helps to capture all the planning into one document. There are various ways of putting together the advocacy action plan but it usually includes categories such as the advocacy goal, objectives, outcomes, indicators, activities, timing (including windows of opportunity for influencing), responsibility and necessary resources. It is also possible to include target groups, core messages and tailored messages as well as risks and assumptions related to the advocacy. The level of detail in the advocacy action plan will depend on the assessment of the advocacy team. There are various different templates for advocacy plans – find out which one is the most suitable for you.

The second chapter of the guide will discuss in more detail various actions that can support achieving the advocacy objectives and goals, such as lobbying, research based advocacy, campaigning, working in coalitions and working with media. The chapter will also demonstrate best practices of EU-12 CSOs in each of these actions.

Table 4: Advocacy strategy action plan template

OBJECTIVES	INDICATORS	TARGETS	ALLIES	ACTIVITIES	TIMING	RESPONSIBILITY

Table 5¹⁵: More detailed advocacy strategy action plan template

GOAL	LONG-TERM OBJECTIVES	SHORT- TO MEDIUM-TERM OBJECTIVES	SUCCESS INDICATORS	TARGETS	ALLIES	OPPORTUNITIES	METHOD AND ACTIVITIES	RISKS AND ASSUMPTIONS	TIME-SCALE	RESPONSIBILITY

15 Adapted from Golding, S., M. Kohonen, K. McGauran, D. McNair and S. Powell (2011) "Tax Justice Advocacy: A Toolkit for Civil Society" Christian Aid and SOMO, Ch.2, p.24.

STEP 6 – Monitor and Evaluate

Monitoring and evaluation are useful for reporting on the advocacy initiative, demonstrating the level of performance and learning from experience in order to perform better in the future.

Monitoring and evaluating advocacy initiatives is often more complex than monitoring and evaluating other sorts of projects. This is because policy change usually comes from the work and efforts of multiple actors and external processes, which make it hard to attribute the success to a certain actor. In addition, sometimes it is necessary to change advocacy objectives that were set in the beginning of the initiative because of changes in the policy context. Harry Jones from the Overseas Development Institute (ODI) notes that monitoring lobby and advocacy work is also difficult because “policy-makers are unlikely to be happy with claims that their decisions can be attributed to the influence of another actor.”¹⁶

Reasons for monitoring and evaluating your advocacy strategy:¹⁷

- Learn from experience and keep revising the strategy
- Assess whether the objectives have been achieved or need to be adapted
- Judge whether your advocacy approach is the best to achieve the objectives or if something needs to be changed
- Track and adjust to the changing context
- Maintain a focus on longer term goals and not just your activities
- Justify the activities that are the right ones to achieve the goals
- Analyse whether the resources (time, effort, money) have been used effectively
- Look at whether there is a window of opportunity to gain new funds for your advocacy activities

¹⁶ Jones, H. (2011) “A guide to monitoring and evaluating policy influence”, Overseas Development Institute, p.3.

¹⁷ Adapted from Golding, S., M. Kohonen, K. McGauran, D. McNair and S. Powell (2011) “Tax Justice Advocacy: A Toolkit for Civil Society” Christian Aid and SOMO, Ch.2, p.22.

CONTINUOUS MONITORING AND EVALUATION HELPS YOU REDEFINE THE OBJECTIVES WHEN NECESSARY AND ACHIEVE BETTER RESULTS

34

12 YEARS OF TRIALOG ADVOCACY SUCCESSSES FROM EU-12

For evaluations to be successful there is a need to collect data. It is possible to make use of the data that an organisation is already collecting for an advocacy project. For example, an organisation might already be monitoring when the organisation or its core topics are being discussed in the media. Adding a section of issues directly connected to the advocacy project to this monitoring template can help to avoid duplicating data collections.

One important step for evaluation is to **define milestones** for the advocacy work. Achieving policy change or change in practice usually takes many years. Milestones should be set in advance of the advocacy, to indicate the progress that is being made during the advocacy project. The milestones should show incremental progress in achieving the advocacy goal. It is also useful to set milestones for the capacity for advocacy in the organisation or coalition.

Julia Coffman¹⁸ gives more valuable recommendations for the monitoring and evaluation of policy influencing:

Get real about real-time feedback.

Making evaluations not only at the end of the policy influencing project helps advocates to inform on-going strategies and decisions on the basis of changing variables and conditions.

Give 'interim' outcomes the respect they deserve.

It is worth assessing the outcomes more than the final goal of changing policy or practice as you can learn and adjust your strategy based on the evaluation of the outcomes. Remember to notice other valuable outcomes besides the policy change such as building relations with other organisations or journalists, the development of active spokespersons etc.

Design evaluations that advocates can and actually want to do.

Organisations influencing policies often have very limited staff and resources for advocacy evaluations. Keep it simple when identifying the parts of the advocacy for evaluation.

18 Coffman, J. (2007) "What's Different About Evaluating Advocacy and Policy Change?", The Evaluation Exchange, Harvard Family Research Project, Volume XIII Number 1.

ADVOCACY ACTIVITIES AND BEST PRACTICE FROM EU-12

There is a variety of advocacy activities an organisation can engage in to enhance its policy influencing objectives and achieve its goals. This chapter describes such activities together with successful examples from EU-12 development CSOs.

Lobbying

Lobbying can be defined as directly trying to influence politicians, public officials and other influential stakeholders in favour of or against a specific cause and to act accordingly. Lobbying is about directly persuading decision makers to achieve advocacy objectives.

Lobbying is an insider track to influencing policy makers. It can be done through various activities, such as face-to-face meetings, conferences or open government working groups. If an organisation has specific expertise, then it is likely to be recognised as a resource for policy makers and this can open up numerous opportunities for lobbying.

Formal lobbying includes activities such as letter writing, sharing written policy briefings, roundtable seminars and face-to-face meetings. **Informal lobbying** is when decision makers are approached during chance meetings, at receptions, and so on. Informal lobbying can be just as important and effective as formal lobbying.

The person lobbying on behalf of an organisation is extremely important – he or she should be recognised as an expert but also be highly committed to the issue and have a strong personality.

There are various aspects lobbyists need to keep in mind¹⁹.

- Understand your targets, their positions and the arguments that they have towards the issue.

“It is useful to meet politicians informally at receptions and discussion forums. It is often the case that opposition politicians are more open to discussion and listen to the issues.”

Róbert Hodosi, Policy Officer of DemNet

“Informal contacts with people working in the Ministry of Foreign Affairs help to better understand the background and reasoning of some decisions.”

Monika Matus, Grupa Zagranica, Polish national development CSO platform

- Know where the decisions are really made and who has influence over the decision makers.
- The earlier you act in the decision-making and legislative process, the better. This makes it more likely that your arguments will be truly considered without time pressure.
- Show the decision makers that your positions have support within the constituency. You can do this by showing a signed petition for example.

¹⁹ Adapted from Golding, S., M. Kohonen, K. McGauran, D. McNair and S. Powell (2011) “Tax Justice Advocacy: A Toolkit for Civil Society” Christian Aid and SOMO. Ch.4, p.4. More tips in Ch.8, p.8.

- Identify 'champions' of your cause inside the decision making circles and support them to continue working on your cause.
- Avoid burning bridges permanently; there are no permanent enemies or friends.

There are many reasons for being careful while lobbying and some **drawbacks of lobbying** of which active lobbyists should be aware. Firstly, there is the possibility of tokenism, which is when you and your organisation are included and your cause is supported among decision making circles but for ulterior motives and in reality your opinion is not taken on board. Secondly, lobbying can bring about a conflict of interests, meaning that the fear of losing your good insider position among the decision makers prevents you from actively lobbying for your cause. Thirdly, co-optation can take place during lobbying meaning that the peer pressure brings you to become 'one of them'.²⁰

Different types of lobby activities are discussed in the following section.

Face-to-Face Meetings

Face-to-face meetings with decision makers can be very successful lobby initiatives but there are various aspects that are necessary to remember in order for the meetings to work properly towards advocacy objectives and goals.

Before the meeting:

- It can be difficult to organise a face-to-face meeting with a politician or an official but be persistent with your request and make your cause relevant to the people you are aiming to meet.
- If you manage to organise a meeting, agree on some agenda points beforehand so both sides have similar expectations.
- Prepare the meeting with one to three main points you want to communicate to the person backed up with some facts and the background of your activity. Make sure to spell out concretely what the decision maker can do and have a specific request ready.
- If you are meeting in a group, organise a preparation meeting to make sure you agree on the main points and settle any disagreements among yourselves if you have any. Allocate roles during the meeting: who will make the introduction, who will cover each main point, who will ask the crucial questions and so on.

During the meeting:

- Present your main points and ask the decision maker to do something specific.
- Bring some briefing materials with you and be willing to send more if requested.
- Take notes of the meeting, especially if you come to any agreements or commitments.
- Keep the time schedule of the meeting.

After the meeting:

- Debrief the group on the meeting and assess whether you achieved your objectives or learned anything new and the reaction of the people you met. Share the outcomes of the meeting with everyone involved in the advocacy initiative.
- Write a thank you email or letter and summarise the main points or agreements of the meeting.
- After some time contact the people you met again to ask if they have done what they agreed to during the meeting and if you can be of any further assistance to them.²¹

²¹ Adapted from: People and Planet, "Lobbying: Face to Face", available at: <http://peopleandplanet.org/unis/gg/lobbying/facetoface>

Lobby Events and Conferences

Numerous lobby opportunities arise during conferences, seminars, roundtables and receptions where decision makers and representatives of interest groups or civil society participate together. The opportunities to present clear positions and recommendations for action can come up during participation in panels or during ques-

tion and answer (Q&A) sessions but also informally during coffee breaks or in the corridors. If seminars are not being organised regularly enough, encourage others in your organisation of the need to organise one yourselves. Make sure that the most is made of the opportunities to put forward your position in addition to listening to others.

CZECH POLICY RECOMMENDATIONS FOR MONGOLIA

Four working groups were formed within the Czech development CSO platform FoRS when the MFA started to write country strategy papers for the four priority countries Mongolia, Ethiopia, Moldova and Bosnia and Herzegovina in 2010. The working group on Mongolia prepared a joint document, which was then presented to the Ministry. The FoRS members summarised the situation in Mongolia, provided information on the NGOs that operate in the country and came up with specific recommendations for environment, agriculture, and social and economic development in Mongolia. FoRS also provided general recommendations, namely to enhance the principles of participation and 'do no harm', and also to implement the cross-cutting principles according to the Development Cooperation Strategy of the Czech Republic 2010 – 2017. The FoRS recommendations and cross-cutting principles were reflected in the final text of the Mongolia strategy paper.



ANNUAL ROMANIAN LOBBY OPPORTUNITIES

The Romanian development CSO platform FOND has been using two of their core yearly events to bring together various development cooperation stakeholders for discussion and capacity building.

The Romanian Development Camp is a three-day event for 100 people, from the MFA, other ministries, local authorities, NGOs, academia and media. The plenary sessions and workshops provide plenty of opportunities for extensive discussions on topics such as international volunteering and the revision of the national development cooperation strategy. The platform and its members use the event to present their views and vision and lobby for the changes they perceive to be necessary.

Since 2008, FOND has also been organising the Black Sea NGO Forum, a conference gathering together stakeholders from the Black Sea region. In 2011 there were 200 participants from various countries (including Armenia, Azerbaijan, Bulgaria, Georgia, Greece, Republic of Moldova, Turkey, Ukraine and Russia). The forum is attended by NGO representatives, experts and donors from the region, governments, EU member states active in the wider Black Sea region, embassies and media. It provides an opportunity for debates on the main regional issues and finding common solutions to current local and regional problems. In 2012, the forum themes included social entrepreneurship, social inclusion, community engagement, youth development and participation in the decision making process.

Position Papers and Policy Recommendations

Position papers and policy recommendations are useful tools to get organisations' positions across to decision makers. Position papers should include clear arguments backed up with evidence based on research or the experience of organisations working on the ground.

Policy recommendations should be clear, as specific and brief as possible and spell out what each actor is expected to do. Present your recommendations in connection with the current political context,

referring to an upcoming opportunity when the politicians can act. Policy recommendations can be added to different kinds of position and briefing papers as well as more detailed reports and analyses.

When sending policy recommendations to politicians or public officials, it is advisable to offer opportunities to meet and discuss the recommendations further. If possible, written position papers or reports should lead to face-to-face meetings.

If there is not enough time, human resources or policy expertise available in the organisation to analyse and draw up recommendations, make use of resources in bigger umbrella organisations or networks. CONCORD, for example, produces numerous policy recommendations and policy briefs and various organisations in the EU-12 have found it useful to forward these to their national politicians or stakeholders in EU institutions. Often the recommendations need to be grounded in the national context before being sent on but this is more straightforward than developing new recommendations from scratch.

GENDER POLICY BRIEF

In May 2010, the Pro-Equality Centre of the Open Society and the Institute of International Relations (IIR), two members of the Czech development CSO platform FoRS, issued a policy brief on gender mainstreaming in development cooperation. The brief gave an introduction into gender equality in development, explained how to put it into practice and gave recommendations for the Czech government as well as NGOs. The 4-page long brief was forwarded to various state and civil society stakeholders via email and in print on various occasions. Some of the recommendations for the government were taken up by 2012, such as the twin-track approach to gender mainstreaming that was stated as a cross-cutting priority in the new strategy.

Read the policy brief at:
http://iir.cz/upload/Clanky/Gender_equality.pdf

Letter Writing

When writing letters to policy and decision makers, remember to be brief and do not overload them with unnecessary information as politicians are often busy people and will not read letters longer than two or three pages. When writing a letter, be upfront, state one to three key points and mention the action you expect the decision maker to take. Give some key statistics and show that other groups support your position. Thank the decision maker for their attention and say why their involvement in this issue can bring about positive change.

LETTERS TO MEPS

Latvian development cooperation platform LAPAS targets Latvian Members of the European Parliament (MEPs) with letters when an important issue is on the agenda of the European Parliament. In May 2011, LAPAS and the Latvian Farmers' Federation wrote a letter to Latvian MEP Sandra Kalniete asking her to vote for the compromise amendment for consistency between the Common Agricultural Policy (CAP) and development and trade policies (Compromise Amendment 61 (CA 61) 57a) in the Agriculture and Rural Development Committee of which the MEP is member.

LATVIAN GOVERNMENT ACTS ON OPEN LETTER

The Latvian development CSO platform LAPAS responded to the government's proposal on the use of public funds to help people affected by the Haitian earthquake in 2010 with an open letter. The original government proposal foresaw spending almost half of the 105,000 lats that Latvia allocated for supporting Haiti on the purchase of timber from the Latvian timber industry. Most of the 41,322 lats allocated for the timber project would have gone to cover the logistics and shipping costs to transport the timber to Haiti. LAPAS and its board members believed this to be an ineffective use of the funds and suggested in an open letter addressed to the prime minister and foreign minister that instead of sending building materials to Haiti it would be more useful to allocate the funds to sending skilled humanitarian workers to Haiti, especially in the light of the outbreak of the cholera epidemic in the country. Parts of the open letter were soon cited in the media and eventually the government took on the idea of supporting humanitarian workers to go to Haiti instead of shipping timber.

■ EU Commissioner for Development Andris Piebalgs, MEP Indrek Tarand and development CSO platform AKÜ representative Evelin Andrespok at an event in Estonia where the commissioner introduced the "Agenda for Change".



Consultations

One way to put forward your organisation's opinions is through active participation in public consultations organised by national ministries, international organisations or European institutions. State institutions often consult organisations that have a good reputation and are seen as experts in their topic when preparing new strategies, plans or legislation. This is a great opportunity to put forward your organisation's ideas and positions. Many EU-12 development organisations are in this position now, after years of work and professional engagement with state bodies. Public consultations are often open to all organisations and citizens. This is a good lobby opportunity to respond to decision-makers' requests for expertise and opinion. Ignoring such an opportunity in your field of activity would signal that you are not interested in the development of this topic.

ESTONIAN CSOS SPEAK OUT DURING EC CONSULTATION

In September 2010, the European Commission (EC) launched a public consultation on the future of European development cooperation, to find out different stakeholders' opinions on the way forward. Estonian development CSO platform AKÜ and its member European Movement Estonia seized the opportunity and organised a seminar to discuss the questions proposed by the EC with stakeholders and citizens interested in the future of European development cooperation. The panel discussion included two parliamentarians, one civil society and one MFA representative. Following the seminar, a civil society position paper with the answers to the consultation questions was put together by the platform and forwarded to the EC and other national stakeholders.

"Participation in public consultations is important to show that CSOs have an opinion in policy questions and that they have valuable advice to offer."

Piret Hirv, director of Estonian development CSO platform AKÜ

Establishing and Maintaining Good Relations with Decision Makers

Numerous organisations work hard to keep good working relations with public officials and decision makers. Such relationships can be established through letter writing, attending face-to-face meetings, seminars and conferences as discussed in earlier sections. All the efforts that organisations make to keep good relations with public officials and to have a common understanding of their working processes can be in vain however, because of staff changes. Therefore, many CSOs have found it useful to make a written agreement or a memorandum of understanding with their main stakeholders in state bodies.

Having formalised working relations alone does not guarantee good relationships with public officials. Trusting relationships that benefit both parties depend on personal as well as formal ties.

Establishing and maintaining good relationships depends on regular contact and mutual consideration in daily work. Inviting someone as a speaker to a seminar is a good way to make the first contact and then dialogue can continue through email and telephone communication as well as scheduled meetings. Creative ideas about how best to maintain these relationships can help to make work exciting and reinforce the idea that all parties are working together for common aims.

POLISH MoU BETWEEN PLATFORM AND MFA

The good consultation practices on development cooperation issues between the Polish Ministry of Foreign Affairs and the Polish development CSO platform Grupa Zagranica (GZ) are written down in a document, referred to as a Memorandum of Understanding (MoU). The MoU describes some of the most important working principles between the two counterparts, including the need to respond to documents on time, distribute notes from meetings, establish the order of affairs for a concrete year, and specify which meetings will be held with the Minister, and which meetings with heads of departments. This agreement was a GZ initiative and the MFA agreed that it would be useful to formalise the working relationship between the ministry and CSOs and help it survive staff changes in either of the organisations.



SLOVAK PARTNERSHIP WITH MFA

The Slovak development CSO Platform (Platforma MVRO) became an official partner of the Slovak MFA for the consultation process related to Slovak ODA documents when the Memorandum of Understanding (MoU) was signed on 4 May 2010. The platform had been proposing this agreement for several years and the chair of the Slovak development CSO platform Nora Beňáková welcomed its signature and the opportunity to hold regular dialogue with the MFA. "The Memorandum is about the relationship between two partners that have the same aim – better development policy and cooperation that really helps the people to help themselves," she said after the signing of the document.

The MoU formalised several working principles and practices between Platforma MVRO and the MFA. The platform became an observer in the Project Committee that approves development project applications; it joined the Coordination Committee that decides on the National ODA Programme; it comments on changes to relevant legislation; and it is entitled to apply for a grant which is funded if the financial situation of the MFA allows. The Romanian development CSO platform FOND is currently using the Slovak MoU as a model for its negotiations on their MoU with the Romanian MFA.

Read the full MoU at: <http://www.mvro.sk/sk/e-kniznica/category/27-verejne-dokumenty-platformy-mvro?download=593%3A memorandum-of-understanding-between-mfa-sr-and-slovak-ngdos-platform>

A UNITED RUNNING TEAM

In 2009 and in 2010, during the Ljubljana festival, the director of the national development CSO platform SLOGA and the Minister for Foreign Affairs completed a run together in a united team. This action helped to build up a sense of solidarity and could contribute to future successful advocacy.

GOOD RELATIONS HELP ACCESS DATA

A study trip in 2010 on the topic of health and development was organised for representatives of the ministries of health, finance, foreign affairs and council of ministers. The chair of the Bulgarian development CSO platform BPID also participated. As a result, good team spirit was fostered between the different actors and BPID gained a fast track to ODA data which is useful for AidWatch and an opportunity to influence mid-term programmes for Bulgarian development cooperation.

BENEFITS OF GOOD TIES IN LATVIA

At a time of economic recession and when the financing for Latvian development cooperation crashed, the development CSO platform LAPAS continued working and investing in good contacts with the MFA.

“Due to our continued advocacy work, development cooperation stayed on the government’s agenda. In 2012 financial support to development cooperation has grown significantly and there is support to NGOs’ development projects again.”

*Mara Simane,
former director of LAPAS*

Research Based Advocacy

Reports are powerful advocacy and lobbying tools. Some background research is necessary for any advocacy strategy to back up the arguments, but producing a thorough report on a topic or publishing research and basing advocacy on it is even more helpful. A lot of EU-12 CSOs active in development cooperation and awareness raising have used reports and research to further their advocacy objectives.

A REPORT OPENING DOORS

Investing time and resources into making a solid report and research usually pays off – this is the experience of the Estonian development CSO platform AKÜ. In spring 2012 AKÜ released an evaluation of Estonian development cooperation over five years (2006-2010) and presented numerous recommendations as part of the report. As a response to sending the report to various stakeholders, the Foreign Affairs Committee of the parliament invited the representatives of the platform to present their ideas to the politicians and discuss it with them in the committee. This provided the platform with good visibility and strengthened relations with parliamentarians working on development cooperation.

*“The report is a lobbying tool - solid facts add weight to the arguments we are making.”
Evelin Andrespok, policy officer of the Estonian development CSO platform AKÜ*

NEW PERSPECTIVE FOR ROMANIA'S DEVELOPMENT COOPERATION

In November 2009, the Romanian development CSO platform FOND organised a conference to launch a research paper regarding development cooperation issues in Romania. Among the guests invited to the event were representatives of the Romanian MFA, the Romanian Ministry of Interior and Administration, the European Parliament, FOND members, embassies in Bucharest, media, private sector, academia and students. The research paper "It's our turn to help" drew attention to Romania's pre-1989 policy towards developing countries, the current Romanian institutional framework for development cooperation and Romanian ODA projects and initiatives. The conference opened an interesting debate on Romania's past experience of international development matters showing that before 1989 Romania was by far one of the biggest donors of foreign assistance in Eastern Europe. This new approach may help define better Romania's role as a 'new' donor.

ALTERNATIVE REPORT ON GENDER

The KARAT Coalition, which is a regional network of women's organisations from Central and Eastern Europe and Central Asia, initiated and coordinated the production of an alternative report about the status of gender equality in Poland for the UN CEDAW (Convention on the Elimination of All Forms of Discrimination against Women) Committee. The Polish government was supposed to submit a periodic review of the implementation of CEDAW and women's rights in Poland by 2010. Despite KARAT and informal CEDAW Coalition advocacy to persuade the government to publish a timely report in 2010, the government failed to do so. CSOs coordinated by KARAT prepared an alternative report despite not being able to submit it to the CEDAW Committee since the government had not prepared its own review. The KARAT coalition continued to carry out advocacy and exert pressure on the government for it to prepare its report. Two years later the government prepared a draft review, also consulting with KARAT and now the informal CEDAW coalition aims to update their original report and submit it.

Campaigning

47.

12 YEARS OF TRIALOG ADVOCACY SUCCESSSES FROM EU-12

As an organisation you can conduct the research yourself or outsource it to a credible research institution such as a university or a think tank. When conducting your own research, in order for it to be relevant for policy makers, keep in mind the following suggestions:²²

General – provide extensive background information, not just selective cases and anecdotes.

Accessible and Easily Understandable – present a body of good evidence, well analysed and in a user-friendly format.

Targeted – present findings in different formats, tailored to different audiences, with the information needs of policy makers being taken into account.

Relevant – present research appropriate to the decision maker's area of work and interests.

Measurable – incorporate facts and statistics.

Timely – ensure the research is up to date and provide it at the right time.

Practically useful – ground the research in reality, and provide practical solutions.

Objective & accurate – leave out unsubstantiated value judgements.

Credible – keep it reliable, source it appropriately and use accepted methods.

Campaigning involves putting public pressure on decision makers through engaging as many people as possible in a movement to contact them with a request to act in a certain way. Campaigning involves making sure people are aware of an issue and mobilising them to act to bring about change.

Through campaigning, organisations can show decision makers that people are interested and concerned about an issue and that there is wide support for change. That is why it is important to engage as many people as possible into a campaign as its strength lies in numbers. Politicians are often concerned and influenced by public opinion because of the prospect of only being re-elected if they can rely on public support.

Campaigning can be practised as complementary to other advocacy activities such as lobbying; it helps to show that there is public support for what you are trying to achieve. Sometimes campaigning is undertaken when lobbying efforts have not been successful and politicians are failing to act when they are approached directly by an organisation. Campaigning can also help in arranging meetings with an otherwise hard-to-access politician in order to provide them with more information about the campaign.

Campaigning is different to awareness raising because it always involves an action that you mobilise the public to take, although in order to do this it is sometimes necessary to raise awareness among the general public about the issue first.

Organisations usually ask the public to take one simple action such as writing a letter to decision

22 Cox, J. (2009) "Participatory Advocacy: Toolkit for VSO Staff, Volunteers and Partners", VSO, p.22. Further pointers can be sourced from Tweedie, L. (2005) "START Simple Toolkit for Advocacy Research Techniques", VSO.

makers, signing a petition, sending an email or marching in a rally. It might be necessary to motivate the public to take action. This can be done by providing a positive vision of a better future for the people involved in the campaign topic and by

demonstrating how public action can help to bring about this change. A campaign based on hopes and dreams has proved to be easier to engage supporters in than a campaign based on fears and problems.

CAMPAIGN FOR FAIR WORKING CONDITIONS

Since 2009, four Polish NGOs have been implementing campaigns together with the international "Clean Clothes Campaign" network. The aim is to raise public awareness on working conditions in the garment industry as well as to popularise the implementation of 'ethical fashion' in Polish companies. With urgent appeals and campaigns it puts pressure on brands to take responsibility for workers' rights in their supply chains. CCP's biggest success so far has been the campaign towards LPP, the biggest mainstream clothing company in Poland, also popular across Central and Eastern Europe. LPP owns brands including Reserved, House, Cropp and Mohito. CCP has been calling on LPP to be more transparent and take responsibility for the working conditions of people producing their clothes. As a result, LPP has declared its intention to implement a Code of Conduct, to conduct inspections in their factories and to prepare improvements in the area of working conditions. CCP aims to monitor the implementation of these commitments and continue working to improve the situation of those in the garment industry.

In 2012, CCP gathered over 700 signatures for the petition "Reserved, don't reserve information for yourself!" which targeted LPP (owner of Reserved); and over 850 signatures for "Adidas, step up your game on workers' rights!"

CAMPAIGNING IN A COALITION

One way to organise a campaign is by joining other CSOs to campaign on an issue of mutual concern. The Polish Medical Mission joined eight other NGOs from Germany, Italy, Kenya, Spain and Switzerland in the STOP MALARIA NOW! campaign which aimed to increase awareness about malaria and to remind European decision makers of the urgent need to act in order to prevent more than one million malaria-related deaths every year. During the campaign people were encouraged to upload their photo on the campaign website as a sign of support. All 4251 photos were included in an Africa-shaped photo mosaic, which was handed to the European Commission and other decision makers at the end of 2009. <http://www.stop-malarianow.org/your-face.html?&L=11>

Other campaigning activities include: showing videos or exhibiting photos in a public space, organising boycotts, holding ceremonies that award 'a carrot or a stick' as a result of certain behaviour, organising polls, distributing leaflets, putting up posters, placing advertisements on the internet or in social media, organising a mass lobby where a number of citizens gather to lobby their political representatives, performing street theatre, providing information tables, and getting involved in big attention-grabbing events.

BOYCOTT OF A CYPRIOT MAGAZINE

The Mediterranean Institute on Gender Studies (MIGS) in Cyprus organised the boycott of a magazine that advertised cabarets and escort agencies using women who had been trafficked for the purpose of sexual exploitation. After TIME OUT magazine published an article in May 2012, MIGS gathered together 11 other NGOs and they sent out a press release as a form of complaint stating that the May issue of TIME OUT promoted and normalised, both in content and in style, the sex industry in Cyprus including prostitution and trafficking in human beings and the sexual exploitation of women. The press release was widely circulated and reached individuals, policy makers, the media, national and international networks and organisations, researchers, governmental authorities, the European Commission including the EU Anti-Trafficking coordinator, the Cyprus commissioner for administration (ombudsman), the TIME OUT magazine Cyprus and TIME OUT headquarters in London. As a result of the campaign, media attention focused on the issue of prostitution and exploitation of women in Cyprus. MIGS also received responses from other international organisations dealing with women's rights and gender equality as well as experts on trafficking in women. The Cyprus Media Complaint Commission (CMSS), an independent authority, examined the issue from a human rights perspective and found that the magazine violated provisions of the journalistic code of ethics that obligates media and their representatives to respect and "to promote... universal values... human rights and fundamental freedoms for all".

In order to promote global campaigns organised by other organisations, it is possible to simply forward their petition to your organisation's members email list. For example, in spring 2012 Slovakian, Estonian and other EU-12 development CSO platforms and organisations shared the ONE International and CONCORD Denmark petition to support the proposed increase in the EU development funding for 2014-2020 that was under threat to be diminished by the Member States and the European Parliament. Over 80,000 signatures

were gathered for the petition. At the beginning of the campaign when more than 30,000 signatures had been collected, CONCORD Denmark gave the petition to representatives of the Danish Development Agency who were convening an important development stakeholder meeting between EU Member States and the European Commission and they were asked to forward the message during that meeting. Read the full petition at: http://act.one.org/sign/eu_budget/

Cooperation with Partners and Networks

Often, advocating alone on an important topic is less effective than if you advocated together with partner organisations, in a coalition or network of CSOs. The benefit of working with other organisations on advocacy campaigns is that the different actors can bring different strengths, connections and experiences that can reinforce the campaign and help achieve advocacy goals and objectives.

When working together with other organisations on an advocacy issue, it is useful to have different kinds of allies in the campaign. For example, **having an ally with whom you would usually not work shows broad support across society for a particular issue.** The Slovenian development CSO platform SLOGA joined forces with a coalition of environmental NGOs Coalition Plan B and Focus to influence the draft conclusion "The future we want" from the Rio+20 conference in 2012. They wanted to make sure the Slovenian coordinator of the Rio+20 conference in the MFA would put

development issues at the forefront of their positions. The platform organised an open panel with speakers from CSOs, a representative of the UN and an official from the MFA.

It is possible to differentiate between 'strategic allies' and 'tactical allies'. The former would be organisations with which your organisation has worked before and is likely to work again on a variety of issues whereas the latter would be organisations with whom your organisation plans to ally on a particular issue for one particular activity.

Developing advocacy initiatives in cooperation with other organisations can have drawbacks as well. Decisions and agreements within coalitions and allies can take time and are sometimes more difficult to obtain. Energy must be invested in building trust and relationships between the organisations as well as in keeping each other informed about the developments of the activities. Alliances and coalitions can also be difficult to sustain in the long-term.

AN INTERNATIONAL COALITION

Latvian development CSO platform LAPAS together with European Movement Latvia are advocating for 2015 to be the European Year for Development as this is the year by which the MDGs should be met. The partners have been pushing for this since 2011 and have found allies in CONCORD and the European Economic and Social Committee (EESC). In this coalition they have been targeting the EP Foreign Affairs Committee and the EC Commissioner for Development Cooperation Andris Piebalgs to support the idea.



■ Taavi Meinberg from Estonia handing a letter to Dirk Meganck, Director General for Development and Cooperation in the UK. Students from five countries in Europe including Slovakia and Estonia went to the British parliament in November 2011 to draw attention to the state of education and MDG 2 in Afghanistan.

PARTNERSHIP FOR AFGHAN STUDENTS

Advocacy partners can also be found from different countries. An Estonian NGO MTÜ MONDO and Slovakian NGO People in Peril joined organisations from the UK and Sweden in an awareness raising project through which students from the four European countries and their Afghan twin schools were united. The students wrote a manifesto for the support of education in Afghanistan reminding politicians of MDG 2: universal primary education. The manifesto was given jointly to the UK minister for international development and the UK minister of education as well as to Estonian, Slovak and Swedish members of parliament. The manifesto states that there are 67 million children in the world who do not go to school and five million of them live in Afghanistan. It demands that the situation of education in Afghanistan be improved.

Numerous organisations choose to advocate in thematic networks whether they are national or international. On the national level it is possible to find allies in networks of themes such as the environment, human rights and gender equality. Platforms of national development CSOs have existed in all EU-12 countries since 2012. The list of the platforms featured in this guide can be found at the end of the publication on page 86. On the international level there are numerous thematic networks of which many EU-12 development organisations are also part.

AN ALLY AMONG POLITICIANS

The Bulgarian development CSO platform BPID found an ally in the Bulgarian parliament to send an official request to the Bulgarian government regarding the lack of development policy on the national level and not fulfilling the national ODA targets that have also been agreed internationally.

"At this point an insider in politics seemed more credible to the government than an outsider organisation."

Ventzislav Kirkov, board member of BPID

BALTIC AND VISEGRAD COALITIONS

Both the Baltic states (Estonia, Latvia and Lithuania) and the Visegrad countries (Czech Republic, Hungary, Poland, and Slovakia) have used strength in numbers and international partners to advocate towards national governments.

The Visegrad countries have taken up various joint advocacy initiatives. One recent example was in relation to an assessment and recommendations of the development cooperation policies of the Visegrad group (V4) presented to the four governments in 2011. The paper looked at the added value of V4 development assistance and explored possible areas for joint cooperation at EU level and within the Visegrad group.

The paper is available at:
http://fors.cz/user_files/brief_v4_final.pdf

WORKING WITH INTERNATIONAL NETWORKS

The Ekvilib Institute from Slovenia joined forces with big networks ActionAid and Terre des Hommes in the international project "GREAT: Global Rights Europeans Acting Together". The project aimed to improve the capacity and expertise of NGOs in the EU-12 to participate in political dialogue in support of strategies, policies and activities that contribute to global development from the human rights perspective. The main achievement of the advocacy in Slovenia was the inclusion of human rights/HRBA as one of the evaluation criteria in the call for proposals for CSO development projects.

"Working with bigger networks has several positive aspects, particularly in terms of knowledge and experience sharing. However, the quality of cooperation depends on the capabilities of the well-established networks to engage, integrate and to take into account the opinions of smaller organisations."

Anita Ramšak, Ekvilib Institute

Working with Media

Working with media can be positive for your advocacy campaign. Media helps organisations to reach large numbers of people with advocacy messages, attract new supporters to advocacy campaigns, and increase the profile of both the organisation and the topic being focused on.

There are also some risks when dealing with media, for example, when the message mobilises a large group of opponents to the cause to become active. Nevertheless, the benefits of working with media usually outweigh the risks.

Not all advocacy initiatives need to use media as part of their strategy but if an organisation decides that engaging with media would be beneficial and would help achieve the advocacy goals, then a media strategy is needed. This can be done internally, but if no one from the organisation has time or experience in engaging with media, it is also possible to hire a media or communications expert to accompany the team through the campaign or advocacy initiative.

There are various aspects that need to be considered when engaging in media work.

- Through which kind of media would you reach your target audience the best? What kind of media does your target group use and have access to?
- What is the core message you will present in the media?
- Who will present your message to the media?
- How will you attract media interest in your issue?
- At what time in your advocacy will you engage with the media?

To avoid negative media coverage make sure your research is solid and your facts are correct!

MEDIA COVERAGE SKYROCKETS WITH MEDIA EXPERT

Small CSOs rarely have media or communications staff in the team and this can limit levels of engagement. One option is to hire an external communications consultant for big events and campaigns. For example, Estonian development CSO platform AKÜ uses a media expert during the World Day Festival that takes place every year and ends with a big concert and market place of development CSOs. The media expert helps to draw up a media plan for the festival, write press releases, prepare effective messages and monitor the media success. In addition to receiving good media coverage thanks to the extra support from the media consultant, the platform has gained a lot from this service for its work during other times of the year as the staff has learned new practical skills for dealing with media.

Developing Good Relationships with Journalists

Working with media requires establishing and maintaining good relationships with journalists and editors as they are the people who choose stories to cover, angles to take and how much time or space to allocate. Good contacts make it easier to inform certain journalists about the development of your advocacy campaign, or give details about some events or photo taking opportunities that might be of interest for these journalists. A useful tool to have in the organisation is a contact list of journalists that includes their areas of specialisation, as well as names, the media channels, email addresses, phone numbers and so on. Such a list is necessary for choosing the right channels through which to send your advocacy information.

AWARD CEREMONY FOR DEVELOPMENT JOURNALISM

In December 2008, Latvian development CSO platform LAPAS and the Latvian Ministry of Foreign Affairs (MFA) joined forces and organised a competition and award ceremony to find the best publication about development cooperation of that year. The aim was to recognise the best development cooperation communicators via the press. The jury, which was composed of representatives from the MFA, CSOs and development cooperation experts, chose the winners after taking into account the urgency of the story and its importance to raising public awareness.

MOTIVATING JOURNALISTS TO FOCUS ON DEVELOPMENT

The Slovak development CSO platform Platforma MVRO and Partners for Democratic Change Slovakia (PDCS), People In Need from the Czech Republic, Polish Humanitarian Organisation and DemNet from Hungary tackled the lack of quality journalism on development-related issues by providing grants to journalists to go to a developing country and visit development cooperation projects for up to ten days. After returning home, the journalists had to write at least three articles about their journey mentioning development cooperation. The NGOs that provided the grants have noticed that journalists tend to write more than the obligatory three stories and continue to write about related issues in the longer term. The project partners produced a manual to support the journalists, which provides ideas and suggestions about how to write about global development.

The manual is available at:
<http://www.mvro.sk/sk/e-kniznica/category/2-publikacie?download=1201%3Aguide-for-journalists-reporting-about-development&start=20>

One way of getting relevant information out to all kinds of journalists is a press release. The objective of a press release is to provide journalists with a description of your story or event that is brief but complete enough to be used with little or no change. A press release should draw attention to the issue at hand and provide background information and specific information about the event. The rules of making a press release vary a little according to each country so be sure to find a guide in your language.

PRESS RELEASE ON AFRICAN ODA CUTS

The Institute of Global Responsibility (IGO) in Poland issued a press release on the results of the 2010 cut to Official Development Assistance (ODA) for NGOs working in partner countries in Africa. IGO considered it "shameful that Polish development organisations will have even fewer capacities for challenging the most burning development problems in Africa than they had a year ago". IGO called upon the Polish government to fulfill their commitments made in the Paris Declaration and the EU Consensus on Development, since "we need more and better aid for Africa to be truly based on Southern priorities with a real objective of poverty reduction".

Different Types of Media

Each type of media has its audience. A national media analysis will clarify the numbers and profile of the people who use each of the different types of media and it is worth studying it in order to understand what kind of media channels your target group is using.

Many **radio** channels have a wide range and large number of daily listeners. Getting messages included in the news or on a popular political discussion show would help to reach the target audience of policy makers.

DEAR RADIO SHOW

MTÜ Mondo from Estonia has established an agreement with a national radio station and journalist to provide stories and speakers on topics related to development education and volunteers to a weekly morning show. Although the purpose of the show is not to directly advocate any issue to the wider public or policy makers, it is a chance to raise awareness about development education among the general public as well as the journalists.

LOOK UP EU-12 NGDO PLATFORMS AND CSOS ON FACEBOOK!

Television is a highly used medium and in many countries the most difficult for CSOs to access. If someone from your organisation does appear in a talk show or is being interviewed, it is important to have the core message and supporting messages prepared and use the time on air wisely.

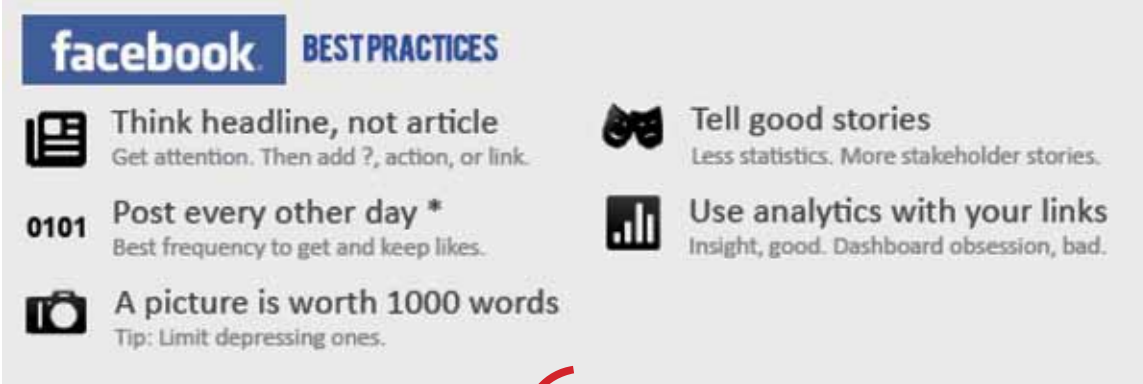
Newspapers are a popular and important source of information for a large number of people, including decision makers. Newspapers have different sections and opportunities arise for journalists to write articles or conduct interviews on development cooperation or development education. There are also opportunities to write an opinion piece within the organisation, although with opinion articles it is worth contacting the journalist before finalising the piece to find out if the article is taking an angle that will interest the editor.

Different **social media** sites have become a daily reality for the majority of CSOs. Information flows

and opportunities to connect and interact with target groups are one of the biggest benefits of being active in social media sites. Facebook is currently the most popular site and studies have been conducted to find out the most effective ways for organisations to use this medium. Topnonprofits.org has put together a one-pager with social media tips for CSOs who do not have full time (social) media staff. These recommendations aim for maximum impact with limited time (Figure 6).

Many organisations use Twitter to 'tweet' or send small messages in addition to Facebook but it requires staff and time to actively keep up with one or more social media site. Also weblogs (blogs) are a good way to publish commentary on events and developments in society or to post photos and videos. Blogs should be regularly updated in order to hold readers' interest.

Figure 6:²³ Facebook: best practices



The infographic is titled "facebook BEST PRACTICES" and lists six key tips for social media success. Each tip is accompanied by a small icon: a newspaper for headlines, a calendar for posting frequency, a camera for images, a pair of glasses for storytelling, a bar chart for analytics, and a camera for photos.

- Think headline, not article**
Get attention. Then add ?, action, or link.
- 0101 Post every other day ***
Best frequency to get and keep likes.
- A picture is worth 1000 words**
Tip: Limit depressing ones.
- Tell good stories**
Less statistics. More stakeholder stories.
- Use analytics with your links**
Insight, good. Dashboard obsession, bad.

PEOPLE IN PERIL'S (SLOVAKIA) BLOG:
[HTTP://ZORAD.BLOG.SME.SK/](http://zorad.blog.sme.sk/)

²³ Top Nonprofits, "Social Media Posting Guide".

Available at: <http://topnonprofits.com/wp-content/uploads/2012/06/Social-Media-Posting-Strategy-Free-Download2.pdf>



- Egidijus Vareikis, member of the Lithuanian parliament's Foreign Affairs Committee, opening the "Development Projects in Africa" exhibition organised by the Lithuanian CSOs in partnership with the parliament on Human Rights Day 2010.

Timing and 'Hooks'

Use 'hooks' to engage journalists and link your story with a current news event or an important political meeting such as the G20 or European Council. Maybe there is an anniversary of an organisation or an event to highlight, or link your story with an internationally-recognised day such as Human Rights Day.

It is useful to create an event around your news in order to get more media attention. Inviting prominent speakers is one way of increasing media interest and organising a stunt is a good way of attracting attention and spreading a message through photo opportunities.

WELL-TIMED REPORT RECEIVES INTERNATIONAL MEDIA COVERAGE

The Polish national AidWatch report 2011 was published by Polish platform Grupa Zagranica during the European Development Days in Warsaw at the time of the Polish Presidency of the European Union.

The report was warmly welcomed by the media. The Guardian, a leading British newspaper, ran a story about Polish and other EU-12 development cooperation and extensively referenced the findings of the Polish AidWatch report.

Read the full article at: <http://www.guardian.co.uk/globaldevelopment/poverty-matters/2011/dec/23/poland-streamlines-aid-policy?INTCMP=SRCH>

AMBASSADORS ATTRACT ATTENTION FOR AIDWATCH

The Bulgarian development CSO platform (BPID) organised a roundtable to introduce the 2010 CONCORD AidWatch report. Ambassadors from the Netherlands, Hungary and the Czech Republic were invited to share the development cooperation experiences of their respective countries with experts from different ministries and member organisations of the platform. The event received good media coverage in national newspapers, radio and internet portals.

Video Advocacy

Websites such as YouTube have made using videos in advocacy simple and accessible to individuals and CSOs. The controversial Kony2012 video by Invisible Children that went viral on social media sites and was viewed over 100 million times in less than 30 days in March 2012 is an inspiring example, confirming the power and potential of this tool for attracting peoples' attention.

Video can be an effective advocacy tool that can be used alone or as one part of a campaign with other tools such as lobbying, letter writing, press releases and so on.

According to Witness, an international human rights NGO, videos can effectively be used to:

- change policies, law or people's behaviour and attitudes;
- engage specific audiences to create change;
- add to existing advocacy strategies.

Witness has developed a Video Advocacy toolkit that takes users through the steps involved in planning and making an effective advocacy video and gives numerous examples of advocacy videos. Using the tool is free but requires registration. Look more closely at: <http://videoplan.witness.org>

YOUTH PRODUCE MDG VIDEOS

"MDGs – Media for Development Goals" was a project managed by the Polish organisation Silesian Missionary and Voluntary Service (SMVS) in which the Cypriot NGO Future Worlds Center was a partner together with Educon from the Czech Republic. The project involved empowering secondary school students to make videos on development issues, and promoting them to the media and other stakeholders. In Cyprus, the student videos focused on migration, gender equality, environmental sustainability, global trade and active citizenship. At the end of the project, people were invited to vote for the best of the ten videos and the four participating schools in Cyprus mobilised students and their parents to vote. The videos were circulated through YouTube and Facebook where they became widely accessible to young people. The Future Worlds Center advertised the project on TV and radio during and after the competition.

All Cypriot videos can be watched at: www.youth4world.com

STOPOVERTY! CELEBRITY VIDEO

The STOPoverty! Neqirdu l-Faqar! Campaign produced a video clip in 2005 that involved Maltese celebrities snapping their fingers every three seconds and saying that every three seconds another child dies because of poverty. Famous singers and TV personalities such as DJ Ganni, Ivan Filetti, Ivan Grech, Pauline Agius, Ira Losco and Fabrizio Faniello all appeared in the video that reached one of Malta's main TV stations – Super One.

SPECIAL ATTENTION TO SOME STAKEHOLDERS

60.

12 YEARS OF TRIALOG ADVOCACY SUCCESSSES FROM EU-12

As mentioned earlier in this guide (p.22), one tool that is generally helpful in preparing the ground for advocacy work is a stakeholder analysis, which sets out the people who are useful to influence, based on the power they have to bring about change. Once you have a clear idea of who needs to be the target of the organisations' advocacy work, some key figures are sure to be included in the list.

Advocacy at National Level

National level stakeholders for development CSOs are those who draft and implement national development cooperation (and related) policies. Despite differences between national governing systems, the main players are included within the parliament and government. Some examples below illustrate how successful advocacy towards these stakeholders help to bring about real change.

With all stakeholders, CSOs can either be involved in institutionalised meetings – those that are included in official calendars and take place on a regular basis, or ad hoc meetings – those that take place related to a particular initiative or event.

ADVOCATE TO HAVE YOUR
PERSPECTIVE INCLUDED IN
YOUR COUNTRY'S LEGISLATION

Working with Parliament

The parliament brings together directly elected representatives of the general population, so is a natural place for CSOs to direct their advocacy. There is a multitude of ways to work with parliamentarians.

The main job of parliamentarians is to work on new legislation and to amend existing laws. This is an opportunity for CSOs to advocate towards legislators to include their perspective into the laws being drafted.

Often, proposals for legislation come from the ministries involved in a fairly developed form, so advocacy opportunities should already be exploited with stakeholders in the ministries. Once the parliament is able to comment on the proposed legislation is a useful time to contact the parliamentarians and put forward your views, amendments and explain why proposals do or do not meet expectations. There are many occasions on which EU-12 organisations have successfully lobbied for changes to policies or legislation by directing their advocacy towards parliamentarians.



- Hungarian MPs Attila Gruber (FIDESZ), Virág Kaufer (LMP), Mátyás Firtl (KDNP) visiting kindergarden children in Kibera slum in Nairobi as part of a study trip organised by DemNet in 2010.

STEPS TOWARDS NATIONAL ODA STRATEGY IN HUNGARY

In a situation where Hungary has no development cooperation strategy or national law structure to guide the country's actions in development cooperation, the Hungarian organisation DemNet started to lobby for a resolution in the Foreign Affairs Committee of the parliament urging the MFA to create a strategy for national development cooperation. DemNet communicated such a need to numerous parliamentarians and even organised a study trip to Kenya for three politicians to explain further the need of dealing with the topic at higher political level. DemNet in cooperation with the Hungarian development CSO platform HAND drafted the text for the resolution and provided it to a contact person in the parliament. The document was signed by all the parties of the parliament's Foreign Affairs Committee in 2011 urging the government to draw up a national development cooperation strategy and to have transparent and efficient development policies. The resolution will hopefully be adopted by the parliament by the end of 2012.

PARLIAMENTARIANS ACT ON REPRODUCTIVE HEALTH

The Family Planning and Sexual Health Association of Lithuania worked with Lithuanian members of parliament to include sexual and reproductive health and rights as well as African states into the Provisions of Lithuanian Development Cooperation Policy. The association advocated for MDG 5 to be taken more seriously as it is the MDG that is most off track. In Africa, every year thousands of teenage girls die because of pregnancy, childbirth or abortion complications. In addition, early motherhood for many teenage girls results in deeper poverty. To enhance MDG 5 the association organised numerous activities in the parliament in close cooperation with the All Party Parliamentary Group on Population, Development and Reproductive Health and Rights. These activities included a parliamentary hearing on MDG 5, meetings with individual MPs, a press conference in the parliament and events on days such as Mother's Day and the International Day of the African Child. As a result, health and women as a social group have been included among the priorities of Lithuanian Development Cooperation Policy. African countries are not yet priority countries of Lithuanian development cooperation but the association will continue to work towards that goal.

Throughout the political calendar there are moments when it is more efficient to engage with parliamentarians than at other times. One such time is **before elections**, when parliamentarians are looking for ways of attracting voters. These windows of opportunity should be fully exploited.

Parliamentarians are likely to accept invitations to events that they think will provide them with a space to put forward their ideas and goals before elections. This is a time when organising debates and high profile events suits all parties as politicians want to be seen in the public as much as possible.

QUESTIONNAIRES FOR POLISH POLITICIANS

The Polish development CSO platform along with 20 other NGOs took part in creating a questionnaire for candidates in the 2011 parliamentary elections. In the development cooperation section of the questionnaire, candidates were asked for their opinions on the range and form of Polish engagement in this field, geographical areas that should be priorities and money – whether expenses on foreign aid should increase from 0.08% GDP up to 0.33% GDP according to the MDG declaration and obligations agreed at the EU level. Despite development cooperation not being a priority area for many candidates, simply including it in the questionnaire helped to raise its profile among parliamentary candidates.

DEVELOPMENT DISCUSSED IN ELECTION ROUNDTABLE

Before the 2010 national elections in the Czech Republic, a roundtable was organised involving the biggest political parties and their leaders. The former minister of foreign affairs Karel Schwarzenberg was also present. The speakers discussed the party programmes and in particular their views towards development.

The roundtable, “What kind of politicians would the poorest in the world vote for?” raised questions around what development cooperation means for Czech politicians, whether global trade can solve the problem of hunger in the world, and whether we need a new economic system. The key outcome of the event was bringing the main Czech political parties to one table, challenging them from the development angle and requiring them to position their political programmes within international affairs and development priorities. The debate was organised by FoRS and its members Glopolis and People in Need. It was open to the public and was well-attended.

BRIEFINGS IN THE PARLIAMENT

In Slovakia, the national development CSO platform (Platforma MVRO) gives briefings to the Foreign Affairs Committee in the parliament once or twice per year. Following parliamentary elections, the platform provides briefings about development cooperation for new parliamentarians. Such briefings not only provide valuable information to those who make decisions that affect national development policy, but are useful occasions on which to raise awareness of the platform itself and the work that it does. In July 2011, a briefing was provided to the committee in relation to the current situation and Slovak NGO work in South Sudan. Such briefings are usually proposed by Platforma MVRO, accepted by the committee and then included in the agenda.

REMINDING POLITICIANS ABOUT AID COMMITMENTS

At the time of the annual state budget negotiations, the Estonian development CSO platform AKÜ sends a letter to the political parties represented in the parliament and to members of the government to remind them about national and international ODA commitments. In the letter, the platform puts forward arguments to convince politicians to think about fragile communities abroad when planning the state budget. Increasingly the recipients of the letter have started to respond and explain how ODA sums are increasing in Estonia and what the challenges are preventing them from increasing further. Sending such letters has helped AKÜ to establish its role as a 'watchdog' and to keep the topic of development cooperation financing on the agenda.

Unsurprisingly, the time directly **after the elections** also provides opportunities to start working with new members of the parliament. Many newly-appointed politicians have limited knowledge about the work in the committee they are assigned to and contacting them for additional briefings and an introduction to your work is likely to be welcomed. Make sure the new legislators have

development cooperation in their mind from the beginning of their term.

Another opportune time for engaging with parliamentarians is when they are **preparing the national budget**. Find out about the timeline for the budgetary process in your country and put forward suggestions.

Within the parliament there is also the opportunity to influence its **structure**, which reflects the priorities of the work that is being done in the institution. Not many parliaments in the EU-12 have development committees or sub-committees, but there is usually the option to establish one if the parliament agrees that it is necessary. In the parliament of the Czech Republic there is a separate committee dealing with development cooperation, which has raised the profile of the topic in national politics. Another possibility for politicians interested in development cooperation or related issues is to

organise themselves in parliamentary groups such as a group on development education, development cooperation or relations with Africa. There are many opportunities for CSOs to suggest the establishment of such groupings to contacts in the parliament.

As well as direct contact with parliamentarians, it can be useful to build up relationships with officials working for the committees you are interested in. This allows access to the support network that parliamentarians depend on for their work – meeting agendas, draft documents and so on.

LOBBY FOR DEVELOPMENT SUB-COMMITTEE

The establishment of the sub-committee for development cooperation and global education within the Polish parliament's committee of foreign affairs was planned for 2012. The Polish development CSO platform and its members promoted the establishment of the sub-committee by writing policy papers and analysis explaining the need for direct development interlocutors in the parliament both for the MFA and CSOs. They undertook face-to-face lobby with MFA officials and parliamentarians during various conferences. The CSOs also had meetings with the committee of foreign affairs in the parliament and individual members, including the committee chair. In 2012 it seems the politicians are not taking up the idea of creating a sub-committee on development cooperation, but there will probably be a special parliamentary group. The lobby efforts of the Polish civil society will continue.

Working with Ministries

The traditional partner for those wishing to influence development cooperation policy is the Ministry of Foreign Affairs (MFA), and/or the separate government body responsible for development cooperation, in places where it exists. In EU-12 countries it is usually the MFA that CSOs target for advocacy work on development cooperation. Most development cooperation strategies and legislation is prepared in the ministry by the people working in the development cooperation department. This makes these public officials a natural target for CSOs in their advocacy work. There are many successful examples of how development CSOs have influenced the policies and strategies that have been prepared in the MFA.

LEGAL FRAMEWORK FOR SENDING VOLUNTEERS

An example of the Slovak development CSO platform's successful advocacy towards the MFA relates to proposals on the rules for sending volunteers to developing countries. During a project of the Platform and four of its member organisations (eRko, People in Peril, SAVIO and Tabita/GLEN) the platform secretariat and the NGDOs worked out a strategy for sending volunteers. On this basis, the MFA adopted a legal framework to manage sending volunteers to developing countries. In the National ODA Programme in 2012 a budget line of 80,000 euros was created for sending volunteers and a first call for proposals was published.

SIMPLIFYING FUNDING APPLICATIONS IN LITHUANIA

The Lithuanian development CSO network LITDEA has been successful in advocating for the simplification of procedures for CSOs to apply for development cooperation project funding since the establishment of their network in 2007. The Lithuanian MFA started to use the preferred format for CSOs for project applications in 2012. Now the submission process is divided into two phases: the submission of concept notes first and full proposals in the second phase.

"The most successful actions in our advocacy and lobby work are meetings and seminars organised by the NGO community and their international partners where officials from the Department for Development Cooperation and Democracy Promotion are present. In such seminars NGO representatives can raise the specific questions that are important for them."

*Julius Norvila,
LITDEA board member*

In other cases when organisations work on more specific areas of development cooperation, they target the ministry under which their area of interest falls, for example, the ministry of education in the case of development education and the ministry of environment in the case of climate change and environmental policies. Advocacy does not need to be limited to the most obvious partners. Especially when working on issues such as Policy

Coherence for Development (PCD) – looking at other national policies that may have a negative impact on development objectives – a broad spectrum of other actors should be considered. As well as foreign affairs ministries and development bodies, consider whether your work would benefit from working with ministries dealing with trade issues, education, finance or culture, for example.

DEVELOPMENT EDUCATION IN NATIONAL CURRICULUM

The Development Education Centre (DEC) of MTÜ Mondo from Estonia has been carrying out successful advocacy work towards the National Examination and Qualification Centre (NEQC) since 2008. MTÜ Mondo organises face-to-face meetings with public officials and invites them on study trips and to take part in development education (DE) training. When the process for preparing a new curriculum started, MTÜ Mondo included two experts from the Finnish Education Board working on DE into the first meeting of Estonian curriculum specialists. This proved to be a good strategy as the colleagues from Finland were well-appreciated by the curriculum specialist. “It is good to use officials from more ‘enlightened’ countries to support your message. There are a lot of interest groups all wanting to include something into the curriculum. The curriculum officials listen to your message much more if it is backed by their colleagues from a country where education is considered to be a success (like Finland)”, says Johanna Helin, director of MTÜ Mondo. Afterwards the NEQC asked the experts from the DEC to give comments on the draft new curriculum and comments were provided together with those from other CSOs from Estonian development CSO platform AKÜ. As a result of this work, questions about the MDGs have even been included in state exams.

“The curriculum officials listen to your message much more if it is backed by their colleagues from a country where education is considered to be a success.”

Johanna Helin, MTÜ Mondo

Advocacy at European Level

Advocacy at European level can support and strengthen national-level work, and vice versa. Advocating for a particular policy or commitment from your national government can be supported by using examples from other EU states, or indeed particular EU commitments. In the same way, actions that engage representatives of your country at European level can have a trickle-down effect, and boost efforts for changes to national policy or practice.

The European Union's political and institutional system is fairly complex and the list of EU institutions and other actors involved in the policy making process is quite long. In addition, the policy making process is multi-layered and often slower than at national level. Although it is good to have basic knowledge of the EU political system

before becoming active with different actors in the EU, there is no need to be an EU expert. Just make sure that you are aware of the main functions of the actors you are approaching with your work.

Starting advocacy work at the EU level might look like a very big task for a small CSO which is not based in Brussels, Belgium and does not have any representatives working in the country. Nevertheless, there are many ways for such organisations to effectively work on EU advocacy.

A great way to start advocacy work on the EU level is to join forces with those who do it as their main focus. CONCORD is the European confederation of development and relief NGOs and does exactly that – it works to improve EU policies from the perspective of development CSOs.

UNDERSTANDING EU INSTITUTIONS: SUGGESTIONS FOR GUIDEBOOKS

Bond (2011) "Influencing the European Union. An Advocacy Guide".

Available at: http://www.bond.org.uk/data/files/Influencing_the_European_Union.pdf

Horejšová, T., P. Kazmierkiewicz, J. Lovitt and V. Rihácková (2012) "The Right Approach to Europe. An Advocacy Handbook for Civil Society: Understanding and Influencing EU Policymaking", PASOS. Available at: http://pasos.org/wp-content/uploads/2012/02/right-approachtoeurope_web_pasos_jan2012-1.pdf

Joining CONCORD Working Groups

All 27 European development CSO platforms are members of CONCORD. It is through CONCORD that national platforms are able to engage in advocacy activities together at the European level, through the confederation's various working groups and initiatives.

CONCORD working groups cover central development policy concerns, such as the quality and quantity of aid flows with the AidWatch working group and reports; the European Union's budgetary planning with the Multiannual Financial Framework group; reaching out beyond traditional development partners with Policy Coherence for Development and many more.

Find the full list of CONCORD working groups at: www.concordeurope.org and contact your national development CSO platform find out whether anyone from your country is already actively involved and to join the group you are interested in.

CONCORD working groups meet several times a year but the main work is done between meetings – planning and preparing joint policy positions, advocacy actions, reports and so on. Participation in one of the groups can be very rewarding in terms of making new contacts with people working on the same issues all over Europe, sharing policy expertise and taking up joint activities.

SLOGA IN CONCORD PCD GROUP

Since the beginning of 2012, Slovenian development CSO platform SLOGA members have been involved in Policy Coherence for Development (PCD) through CONCORD's Friends of PCD and PCD coordination groups. They have used their involvement in the group to start developing SLOGA's advocacy capacities in the field of PCD.

Together with the CONCORD group they participated in a mass lobby before the meeting of the EU Council where the EU ministers responsible for development cooperation met on 14 May 2012. The goal was to persuade the council to adopt separate council conclusions on the Agenda for Change based on the 2011 EU report on PCD and make PCD more operational. As part of this mass lobby SLOGA first identified the key focal points in the MFA regarding decision making on PCD. Secondly, SLOGA established contacts with the policy officer in the MFA and the person in the Permanent Representation in Brussels who was going to attend the council meeting. Thirdly, SLOGA sent a position paper to the MFA regarding the separate council conclusions in May. As a result of similar lobby from many countries, separate council conclusions were adopted at the meeting.

Other activities that SLOGA has undertaken in the PCD coordination group include writing recommendations for the report of the Standing Rapporteur for PCD in the European Parliament. As a next step SLOGA will develop a PCD monitoring tool which will be used to follow cases of policy incoherence in Slovenia.

■ Representatives of European DEAR NGOs inviting MEPs to sign the written declaration on development education and active global citizenship in May 2012, during the European Parliament mass lobby in Strasbourg.



12 YEARS OF TRIALOG ADVOCACY SUCCESSSES FROM EU-12

EU-12 IN SUCCESSFUL EP LOBBY

A major recent campaign run by CONCORD's Development Awareness Raising and Education (DARE) Forum united CSOs from the whole EU to work together and mobilise their Members of the European Parliament (MEPs) to sign a written declaration on development education. This was done by email communication with the national MEPs by each development CSO platform and also by face-to-face lobby and personal meetings by a group of people during four EP plenary sessions in Strasbourg. As a result of this lobby, on 5 July 2012, the EP adopted the written declaration on development education and active global citizenship with a majority of 398 signing MEPs, calling on "Member States to develop or strengthen national development education strategies" and "to develop a long-term, cross-sectoral European strategy for development education, awareness-raising and active global citizenship".

EU-12 countries actively participated in the lobby. The only countries where all MEPs signed the resolution came from Cyprus, Estonia and Slovenia. Admittedly, there are only six, six and eight MEPs in those countries but the fact that they all committed to the aims of the declaration is a strong message for their national governments. The declaration was also led by an EU-12 MEP, Filip Kaczmarek from Poland.

The achievement of this joint CONCORD lobby action lies in the fact that the CSO representatives worked with MEPs from across the political spectrum and topical interests, rather than being confined to the 'usual suspects' from the development committee or 'friendly' parties, and reminded all members of the importance of development education in a time dominated by the euro crisis and discussions about the EU budget.

Taking Part in Joint Initiatives

Every so often, CONCORD or one of its working groups organises joint initiatives where CSOs from all EU27 countries are asked to take action on a certain advocacy initiative. Such actions can be subject based such as the joint actions in relation to the council conclusions on PCD in May 2012. Other occasions have included a mass lobby targeting candidates or new members of the European Parliament on key development issues in general. Mobilising large numbers of CSOs to work together on a particular issue or event can be very successful. One positive experience was the 2012 campaign for a European Parliament resolution on development education and awareness raising.

Targeting National Representatives in Brussels

As well as joining forces with other European CSOs, a lot of effective advocacy work at the EU level can be achieved by targeting national politicians and public officials working at the EU institutions and your country's permanent representation offices in Brussels.

Members of the European Parliament (MEPs) are elected by national voters and are in principle receptive to initiatives coming from their own nationals in order to be connected with the voters and get re-elected.

Before approaching your national MEPs, find out the topics they are working on, the committees they are members of and the delegations they are active in. Look at whether any of your MEPs are part of the development, foreign affairs, human rights or other

committee whose work is relevant for your work. What reports are they writing? Maybe one of the MEPs is a rapporteur for an important topic.

The fact that Corina Cretu has recently held the position of co-chair of the development committee in the European Parliament has been useful for NGOs in Romania since she has cooperated continuously with CSOs working in the area, helping to raise the profile of development cooperation in Romania.

As is the case at the national level, a good time to engage with MEPs or MEP candidates is before the European elections.

MEP CANDIDATE PLEDGES BEFORE ELECTIONS

The Estonian Platform in cooperation with Fair Trade Estonia asked MEP candidates in 2009 to state their position and support for development cooperation and fair trade if elected. The support for development cooperation was outlined in the CONCORD manifesto stressing three essential EU objectives, namely sustainable development, more and better development aid and democratic accountability and urged MEP candidates to act on them. 15 MEP candidates signed supporting development cooperation and 37 supporting fair trade. During the annual Estonian World Day event in 2009 there was an 'unfair football match' organised for all those who signed.

ELECTION MANIFESTO ON DEVELOPMENT

In cooperation with five of its working groups, SLOGA prepared a manifesto for the 2009 European Parliament elections entitled "You too are part of this World – Represent the vulnerable". The manifesto was about global interdependence, global solidarity, respect for human rights, sustainable development and keeping ODA commitments. The manifesto was officially presented at a press conference and national consultation with development stakeholders on the 27th of May. Among the participants were eight candidates from five political parties, three ministerial representatives and a representative from the office of the President of the Republic of Slovenia. Half of the candidates replied positively and said they would try to follow the principles and goals in their future work.

Although MEPs mostly work from Brussels, a lot of them visit their home countries regularly and can therefore be available for meetings and events they are invited to. MEPs are often willing to accept roles such as being a judge in a competition and might even use one of their invitations for a visit to the EP for the competition winner. The MEP will gain good publicity through the competition and your organisation will be able to enhance relations with the MEP and achieve visibility for an issue you are promoting.

It can be worth showing an interest in knowing more about EU policies and processes and visiting the European Parliament as a guest of an MEP, since each MEP can invite and fund a certain number of guests to Brussels or Strasbourg every year. The Czech MEP Jan Zahradil who is also a member of the EP development committee has invited representatives of the Czech development CSO platform FoRS to a study visit in Strasbourg twice.

MEP INVITES COMPETITION WINNER TO EP

The Slovak development CSO platform in cooperation with the NGO Partners for Democratic Change Slovakia (PDCS) organised a photo competition called "Human Rights and Development Cooperation" in 2011 and in 2012. Thirty of the best photos were selected by the jury and exhibited in the MFA during the Development Day and in different Slovak cities. Through this photo contest, organisers aimed to refer to the interconnection of basic human rights and the development of the poorest countries in the world. The MEP Miroslav Mikolášik gave the award, which was a three-day visit to either Brussels or Strasbourg to the winner and organised the visit. The organisers continue to be in contact with the MEP and send him their publications and invitations to events.

Permanent Representations to the EU are staffed by officials who bring the national perspective into European debates and policy making and ensure communication between Brussels and their national capitals.

Officials tend to be part of working groups that cooperate on different topics and feed into COREPER – the permanent representatives committee, which prepares the Council of the European Union, the gathering of European ministers and the European Council, the meeting of heads of state or government. The working groups that development CSOs are most interested in include the working group on development cooperation (CODEV) and on African, Caribbean and Pacific countries (ACP).

CONCORD is generally invited to CODEV meetings twice per year but individual platforms and organisations also find it useful to engage with the officials in permanent representations who are working on development cooperation on an individual basis. **Make sure you know who your CODEV delegate is from your county's permanent representation to the EU and establish a relationship**, ensuring he or she knows what your organisation is working towards.

Twice a year, the Foreign Affairs Council (FAC), which deals with foreign affairs, common security and defence policy, trade, development cooperation and humanitarian policy, meets to deal with development cooperation issues. This takes place in the spring and autumn and in addition there are informal development council meetings twice per year. These times are popular moments for CONCORD lobby work targeting foreign and development ministers around the EU.

RESEARCH MEPS' ACTIVITIES

One way of finding out what your national MEPs are doing in the field of development cooperation or related topics, is by writing an investigative report. That is what the Estonian development CSO platform AKÜ and one of its members European Movement Estonia did in 2009. The study analysed the activities of Estonian MEPs with regard to development issues. The study was conducted by a research institution EuroCollege at the University of Tartu.

BALTIC CSOS JOINTLY LOBBY PERMANENT REPRESENTATIONS

During the 2012 TRIALOG study visit, Baltic participants held meetings with the permanent representations in order to learn about their work. During the meeting, participants also expressed their concern about the low level of funding that EU-12 CSOs have accessed from the Development Education and Awareness Raising budget line and expressed their hopes for improvement to the development cooperation delegates at the three permanent representations. They formalised this with written letters and the delegates forwarded these views to the officials at the European Commission.

As representatives in the permanent representations are working on European policy issues, it makes sense to send them the positions formed by EU development CSOs on EU policies. Send CONCORD policy positions to your permanent representations together with personal or national perspective reflections when possible. Remember to copy in the counterpart in the MFA or development agency as they work closely together with the permanent representations.

MAKE USE OF CONCORD POSITION PAPERS

Many EU-12 development CSO platforms forward CONCORD positions to politicians at the national and EU level. The Slovak platform regularly engages in the policy work of CONCORD and translates positions to the Slovak national context if necessary. Such adjusted lobby letters are then sent to MFA representatives. They also send CONCORD positions to the CODEV representative from the Slovak Permanent Representation to the EU. Sometimes background and briefing papers are also written with the help of CONCORD position papers.

EU PRESIDENCIES – TAKING ADVANTAGE OF TIMING

Opportunities during the EU Presidency

One opportunity that has already been taken great advantage of by some EU-12 platforms is when their country holds the presidency of the Council of the European Union (EU presidency). It is a chance for a stronger European perspective to be felt within the country, and an opportunity to bring national expertise to the EU arena.

The EU presidency is taken up by a different national government of the EU every six months. During this period the country of the presidency chairs all of the meetings of the Council of the European Union apart from the Foreign Affairs Council, which is chaired by the High Representative of the Union for Foreign Affairs. The country holding the presidency also determines the work agenda and programme and facilitates council relations with other EU institutions. The country of the presidency has some opportunity to shape the agenda priorities of the EU, taking into consideration the influence of other actors.

Each presidency since the adoption of the Lisbon Treaty works as part of a 'trio' of presidencies, so that presidency programmes, instead of changing every six months, have more continuity over a period of 18 months. This means that development topics taken up by one presidency can be given additional attention over an extended period of time, allowing a greater amount of awareness to be raised as well as achieving progress in terms of policy and practice. Close cooperation between the previous and following EU presidency programmes is also good practice.

“THE ROLE OF THE NATIONAL DEVELOPMENT CSO PLATFORMS [DURING THE EU PRESIDENCY] IS TO ADVOCATE IN CLOSE COOPERATION WITH INTERNATIONAL PLATFORMS FOR A FEW CHOSEN PRIORITIES AT EU AND NATIONAL LEVELS.” CZECH FORUM FOR DEVELOPMENT CO-OPERATION (FORS)²⁴

²⁴ Kaca, E. (2010) “How to Engage in the EU Presidency: Recommendations for Hungarian and Polish development”, Czech Forum for Development Co-operation – FoRS, p.4.



- The Cypriot development CSO platform CYINDEP team preparing for their EU presidency programme.

Preparing for the EU Presidency

The EU presidency provides a valuable opportunity to national platforms and individual NGOs. The following positive outcomes have been experienced by some organisations:²⁵

- acquiring new contacts among decision makers (government, EU institutions, many experts coming to the EU presidency country);
- forming contacts for new partners, networks and alliances from the EU and the South (e.g. ActionAid, Oxfam, CAN, thematic networks like CONCORD, Eurodad, Eurostep, Tax Justice Network, etc);
- fostering relationships with decision makers, partners and other actors;
- combining forces to achieve mutual goals;
- learning new ways of working from other NGOs and government administrations;
- acquiring new knowledge on substance and EU perspective, the decision-making process (key for advocacy and policy work);
- achieving higher visibility (in government and EU institutions, networks and so on) and fundraising.

The Development and Cooperation Directorate General of the European Commission (EuropeAid) has a fund of direct grants for the national development CSO platform of each country that holds the EU presidency.²⁶ Each platform should design a project that will "(i) raise the public awareness of development issues in respective Member States, (ii) strengthen the cooperation among national and European development NGOs and (iii) strengthen the cooperation between development NGOs and Member-States/European authorities & institutions."²⁷

Although this funding is open for renegotiation during the budget discussions for the next Multiannual Financial Framework (2014-2020) there is no reason to believe that it will not continue in some form: "Despite the evolving role of rotating presidencies in line with the Lisbon Treaty, this long-term support to national NGO platforms has been positively assessed. It is then envisaged to pursue this support in 2012 while considering potential adaptations in the near future."²⁸

The project funding covers a full year – three or four months before the start of the presidency, the six months of the presidency and the remaining months that follow, and can fund up to 90% of the project's costs for EU-12 national development CSO platforms.

25 Kaca, E. (2010) "How to Engage in the EU Presidency: Recommendations for Hungarian and Polish development", Czech Forum for Development Co-operation – FoRS.

26 These grants are under the EuropeAid budget line for Non-State Actors and Local Authorities. For details, see the Annual Action Programme for the relevant year and the action fiche related to targeted projects.

27 The 2012 Action fiche p.46. Available at: http://ec.europa.eu/europeaid/documents/aap/2012/af_aap_2012_dci-nsa.pdf

28 ibid

There are some practical suggestions for preparing for the presidency project:

1. **Design limited, well-targeted projects** that ensure some element of continuity from the priorities identified within the presidency trio.

Platforms are more likely to achieve advocacy goals during the limited time of the presidency if targeted goals are set and organisations stick to one or two issues that they feel confident about. It is also advisable to link priorities to the EU agenda, the official presidency priorities of the national government and/or the presidency trio programme.

2. **Maintain constant contact with counterparts in the MFA** in order to work together on presidency project priorities and show a united front towards other European stakeholders.

The priorities in the development cooperation CSO platform should be linked to the priorities in your country's presidency priorities in order to facilitate joint lobbying at the EU level. It is advisable to have regular meetings with counterparts in the MFA during the preparation for, throughout and in the period immediately following, the EU presidency. This should help to create a closer working relationship not only during the presidency but afterwards too, helping to support future advocacy and cooperation.

3. **Contact the NGDO platforms from previous EU presidencies** and learn from their experience.

There is a practice within the TRIALOG project to organise capacity building workshops for the upcoming presidencies involving the organisations that participated in previous EU presidency projects sharing their experiences and lessons learned with the organisations stepping into the presidency period. For example, in May 2011 the Cypriot platform received presidency training where, in addition to TRIALOG staff, the director of the Danish development CSO platform (who experienced the presidency immediately before Cyprus) was included as a resource person. Think of ways to include past and future presidency holders in your activities.

The Czech development CSO platform FoRS organised a study visit on the Irish Presidency that took place in 2008 just seven months before the start of the Czech Presidency in 2009. This study trip helped Czech CSOs to gain a better understanding of EU policy.

When the Hungarian platform HAND launched their presidency programme at a "New voices in international development" event, participants in a roundtable were asked to share their reflections on possible linkages between the development agendas of the Hungarian and Polish EU presidencies.

4. Start preparing early.

It is advisable for platforms to start thinking of the presidency project well in advance. According to the Czech platform, the consultation process among CSOs and other stakeholders should start at least one year before the presidency.²⁷ Starting 18 months or so before the official presidency period starts gives everyone involved the opportunity to organise themselves within organisations and the platform as well as to meet with the necessary national and European stakeholders in advance. Good preparation will facilitate a cohesive link with partners to make the most of this rare opportunity of being pushed into the spotlight, right in the middle of EU politics.

5. Intensify contacts with Brussels-based organisations and networks to gain specific EU advocacy knowledge.

CONCORD is an umbrella organisation with extensive EU knowledge and Brussels is full of international organisations and networks that specialise in European affairs. In CONCORD, playing an active role in the Policy Forum steering group as well as relevant working groups will ensure organisations involved in a presidency will be up to date with European CSO platforms' and networks' thinking on development cooperation and current advocacy priorities.

During the Czech Presidency, FoRS members organised themselves around thematic working groups, collected case studies and prepared an extensive publication on the Czech contribution to the topic of development effectiveness.

Individual CSOs Engaging in the EU Presidency

Engaging in the EU presidency should not be limited to activities organised by the national development CSO platform. Numerous individual CSOs have benefitted from their countries' EU presidency and created their own advocacy programmes as well as being involved in the platform presidency project.

During the Czech Presidency some member organisations applied together with the platform for the Presidency project funds. "The EuropeAid grant scheme promotes big projects undertaken in partnerships. For instance, the Czech presidency project was submitted in partnership with six other

Following the Czech Presidency of the first half of 2009, the national platform produced the 2010 guide "How to Engage in the EU Presidency: Recommendations for Hungarian and Polish development". It was specifically directed at the Hungarian and Polish presidencies that were to follow, but has useful advice that continues to be relevant to presidencies now.

Read the full publication at: http://www.fors.cz/user_files/eu_prez.pdf

Czech organisations and the total budget was approximately 267.000 EUR.”²⁹ In other cases, the Polish experience for example, after discussions among members it was agreed that the platform Grupa Zagranica would apply for the project funds alone. Members still played important roles in the various presidency events, but responsibility for the project management rested with the platform.

GLOPOLIS JOINS FORCES WITH ACTIONAID

Glopolis from the Czech Republic had a joint advocacy programme with ActionAid during the Czech EU presidency. “ActionAid has immense advocacy experience in these areas on the EU level and it has already worked with several national platforms during their presidency (i.e. joint programmes with Glopolis in the Czech Republic, Swedish ActionAid and a Spanish NGO).”³⁰

PLATFORM MEMBERS ACTIVE DURING EU PRESIDENCY

During the Hungarian Presidency, member organisations were responsible for their own field of interest and became leading advocates. Some examples of members playing a major role include:

- Promotion of volunteerism by linking to the presidency priority of the Millennium Development Goals through the “8 MDGs – 8 places – 8 volunteers” campaign led by the Hungarian Volunteer Sending Foundation
- The strengthening of work on environmental sustainability and gender equality in development through the preparation, translation, printing and distribution of an Advocacy Toolkit by the BOCS Foundation
- Work on transition through the conference “Civil Society Development: In Trance or Transition?” organised by the platform HAND in cooperation with member NGO DemNet.

29 Kaca, E. (2010) “How to Engage in the EU Presidency: Recommendations for Hungarian and Polish development”, Czech Forum for Development Co-operation – FoRS. p.14.

30 Kaca, E. (2010) “How to Engage in the EU Presidency: Recommendations for Hungarian and Polish development”, Czech Forum for Development Co-operation – FoRS. p. 8.

EU-12 CSO Presidency Achievements

SLOVENIA (JANUARY – JUNE 2008)

Slovenia was the first EU-12 country to take the helm at the head of the EU. The national platform SLOGA focused on development education as a presidency priority, which led to the formulation of a **national strategy for development education** and strengthened cooperation between the platform and the government in this area. This laid the foundation for an **improved working relationship** between the platform and counterparts in the ministries over the months and years that followed.

CZECH REPUBLIC (JANUARY – JUNE 2009)

One of the highlights of the Czech Presidency was when Šimon Pánek from FoRS presented the platform's presidency priorities during a European Council development working party (CODEV) meeting. **Increased cooperation with CONCORD and international groups** during the presidency allowed much more effective advocacy at EU level.

Another highlight of the Czech Presidency was when, on the eve of the **Informal Meeting of the EU Development Ministers** in Prague (29-30 January 2009), Czech NGO representatives had the chance to present their perspectives and debate democratic governance support with Gunilla Carlsson, the Swedish Minister for International Development.

HUNGARY (JANUARY – JUNE 2011)

The Hungarian development CSO platform HAND developed a **comprehensive set of policy recommendations** for key stakeholders in Hungary and the EU related to the priorities of the Hungarian EU Presidency and Hungarian CSOs (focusing on aid effectiveness, transition experiences and the MDGs). The recommendations were well received and gained attention from various stakeholders. They were also included in a resolution about the future development strategy that was adopted by the parliament's Committee of Foreign Affairs. The resolution pushes for greater transparency and aid effectiveness and calls for a Hungarian Strategy for Development Cooperation by the end of 2012. Another highlight of the Hungarian Presidency for the development CSO platform HAND was related to the release of the **national AidWatch report**, which received good media attention and allowed space for detailed discussion among state and CSO stakeholders.

After the EU Presidency

The intense activity and focus on the platform will start to fade away with the end of the EU presidency, leaving challenges such as a sudden diminishing of funding and resources. With a bit of foresight and planning, these challenges can be overcome and the positive legacy of the presidency can be embraced.

- **Share your expertise:** After a year of working on the intense presidency project, you will be an expert on EU policy processes, central EU stakeholders and current advocacy moments. Exchange this experience with organisations and platforms about to engage in EU presidencies and help them to build on what you have already achieved.
- **Assess and evaluate:** Not all your advocacy during the presidency will have achieved what you aimed for. Make a thorough assessment of the presidency period and evaluate the successes and accomplishments as well as the challenges that stopped you from achieving all your goals. This is valuable information for those who will come after you so share it with your European colleagues.
- **Maintain relationships:** Continue to work with contacts you made during the presidency. Having experienced your role in the presidency, other stakeholders are likely to have a clearer idea of your relevance on the development policy scene and building on strengthened links with other stakeholders will not only mean you remain active, but might help you overcome challenges such as reduced funding once the presidency project period is over.

■ Bogusław Stanisławski, Danuta Kuro and Zbigniew Bujak; activists from the Solidarity Trade Union and Andreu Claret from the Anna Lindt Foundation at the High-level Warsaw conference “EU and Southern Neighbourhood. New Prospects for Mutual Cooperation in a Changing Environment” in December 2011.



POLAND (JULY – DECEMBER 2011)

The most important outcome of the Polish presidency for the development CSOs was the **establishment of the development cooperation act** on 16 September 2011. CSOs participated actively in putting their views and suggestions into the new legislation and its adoption was a major milestone. The presidency also opened up the opportunity for some of the representatives of the Polish development CSO platform to participate in the **4th High Level Forum on Aid Effectiveness** in Busan, South Korea. The CSO representatives were part of the Polish delegation led by Andris Krzysztof Stanowski, Under-Secretary of State for Development Co-operation. This event enabled the participants to form many new contacts at national and international level. Another highlight of the Polish presidency was the **European Development Days** in Warsaw that brought together the development cooperation community and different stakeholders from around the world.

Table 6. past, present and future presidencies

2007	Jan-Jun	T1	Germany	Jul-Dec	T6	Italy
	Jul-Dec		Portugal	2015	Jan-Jun	Latvia
2008	Jan-Jun		Slovenia		Jul-Dec	Luxembourg
	Jul-Dec	T2	France	2016	Jan-Jun	Netherlands
2009	Jan-Jun		Czech Republic		Jul-Dec	Slovakia
	Jul-Dec		Sweden	2017	Jan-Jun	Malta
2010	Jan-Jun	T3	Spain		Jul-Dec	United Kingdom
	Jul-Dec		Belgium	2018	Jan-Jun	Estonia
2011	Jan-Jun		Hungary		Jul-Dec	Bulgaria
	Jul-Dec	T4	Poland	2019	Jan-Jun	Austria
2012	Jan-Jun		Denmark		Jul-Dec	Romania
	Jul-Dec		Cyprus	2020	Jan-Jun	Finland
2013	Jan-Jun	T5	Ireland			
	Jul-Dec		Lithuania			
2014	Jan-Jun		Greece			

EU-12 CSOS FEATURED IN THE GUIDE

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12 YEARS OF TRIALOG ADVOCACY SUCCESSSES FROM EU-12

NATIONAL NGDO PLATFORMS

Bulgarian Platform for International Development (BPID)	www.bpid.eu
Cyprus Island-wide NGO Development Platform (CYINDEP)	www.cyindep.eu
Czech Forum for Development Co-operation (FoRS)	www.fors.cz
Estonian Round Table for Development Cooperation (AKÜ)	www.terveilm.net
Hungarian Association of NGOs for Development and Humanitarian Aid (HAND)	www.hand.org.hu
Latvian Platform for Development Cooperation (LAPAS)	www.lapas.lv
Lithuanian Development Education and Cooperation Network (LITDEA) ³¹	www.litdea.eu
Maltese National Platform (SKOP)	www.skopmalta.org
Polish National Platform Grupa Zagranica (GZ)	www.zagranica.org.pl
Romanian NGDO Platform (FOND)	http://www.fondromania.org
Slovak NGDOs Platform (Platforma MVRO)	http://www.mvro.sk
Slovenian NGDO Platform for Development Cooperation and Humanitarian Aid (SLOGA)	www.sloga-platform.org

NGDO PLATFORM MEMBERS AND INDIVIDUAL CSOS

BOCS Foundation (Hungary)	www.bocs.hu
Clean Clothes Polska (Poland)	www.cleanclothes.pl
DemNet (Hungary)	www.demnet.hu
Educon (Czech Republic)	www.educon.cz
European Movement Estonia	www.euroopalikumine.ee
European Movement Latvia	www.eiropaskustiba.lv

³¹ Until 2012 there were two development CSO platforms in Lithuania: Development Education and Awareness Raising Network (LITDEA) and Lithuanian National Platform of Development NGOs (www.pagalba.org). In 2012 the two platforms joined together into a national platform called Lithuanian Umbrella.

Ekvilib Institute (Slovenia)	www.ekvilib.org
eRko – Christian Children Communities’ Movement (Slovakia)	www.erko.sk
Family Planning and Sexual Health Association (Lithuania)	www.spa.lt
Fair Trade Estonia	www.fairtrade.ee
Future Worlds Centre (Cyprus)	www.futureworldscenter.org
Glopolis (Czech republic)	www.glopolis.org
Hungarian Volunteer Sending Foundation	www.hvsf.hu
Institute of Global Responsibility (Poland)	www.igo.org.pl
Institute of International Relations (Czech Republic)	www.iir.cz
KARAT Coalition (Poland)	www.karat.org
Latvian Farmers’ Federation	www.lzf.lv
Mediterranean Institute of Gender Studies (Cyprus)	www.medinstgenderstudies.org
NGO Mondo (Estonia)	www.mondo.org.ee
Partners for Democratic Change Slovakia PDCS (Slovakia)	www.pdcs.sk
Polish Humanitarian Organisation (Poland)	www.pah.org.pl
Polish Medical Mission	www.pmm.org.pl
People in Need (Czech Republic)	www.clovekvtisni.cz
People in Peril (Slovakia)	www.clovekvohrozeni.sk
ProEquality Centre of the Open Society (Czech Republic)	www.proequality.cz
Savio (Slovakia)	www.savio.sk
Silesian Missionary Voluntary Service (Poland)	www.donboscoyouth.net
Tabita/GLEN (Slovakia)	www.glen-slovakia.org

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