Advocacy and participation in policy-making

Practical Guide to CSOs

May, 2017

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This guide was drafted under the project "EU Support for the Implementation of the Roma, Ashkali and Egyptian Strategy 2 - Education for Integration (EU SIMRAES 2)", supported by the "Kosovo Education and Employment Network" Project (KEEN), financed by the European Union Office in Kosovo. The content of this Guide is the sole responsibility of the author and in no way represents the views of the European Union Office in Kosovo.

Content of the Guide

List of Abbreviations and Acronyms:

ATRC	Advocacy Training and Resource Center
EU	European Union
NDI	National Democratic Institute - Instituti Nacional Demokratik
NGO	Non-Governmental Organization
CSOs	Civil Society Organizations
SMART	Specific, Measurable, Attainable, Realistic, Time bound

1. Background

This Practical Guide is an initiative under the project "EU Support for the Implementation of the Roma, Ashkali and Egyptian Strategy 2 - Education for Integration (EU SIMRAES 2)", funded by the European Union Office in Kosovo and is implemented by the Kosovo Foundation for Open Society (KFOS), in partnership with 7 other organizations. The drafting of this Guide was preceded by the development and implementation of two training programs for members of CSOs, one for the policy development cycle and the other for advocacy and monitoring. These two training programs are provided through two projects: "Kosovo Education and Employment Network" (KEEN) and "Kosovo Initiative for Integration 2020" (KOSINT 2020), implemented by the Kosovo Education Center (KEC) in partnership with several other organizations.

This Guide, as well as the training programs listed above, has been drafted based on CSO mission, their scope of activities, and taking into account the level of information and their need for advocacy campaigns. The issues, topics and examples used in this Guide deal with the problems faced by CSOs during their daily work in Kosovo.

The Guide aims to provide more advanced knowledge on advocacy in general, public policy cycle, and the opportunities for CSO involvement in various policy-making processes, through various advocacy strategies and techniques. Specifically, the Guide will help CSOs to:

- develop capacity of their members for advocacy and public policy cycle through participatory approach, advanced methodologies and case studies;
- conduct advocacy campaigns through which they will increase their involvement in the process of drafting public policies;
- increase their capacity to draft an action plan for advocacy and address the needs of communities to local and central authorities;
- provide sufficient information on successful advocacy campaign models in Kosovo and beyond.

The content of this Guide in the first part provides theoretical knowledge and general information on advocacy and advocacy process. Furthermore, the Guide provides insight into the mechanisms of NGO participation in decision-making, the process of public policy making, and the public policy cycle. It presents some case studies for advocacy campaigns conducted in Kosovo and beyond. In the end, worksheets are provided, which serve group work and facilitate conduct of trainings.

2. Definition of advocacy

Various definitions of advocacy may be found in literature. Here below we present some of them:

1. Advocacy is the act or process of supporting a cause or issue. An advocacy campaign is a set of targeted actions in support of a cause or issue. We advocate a cause or issue because we want to:

- build support for that cause or issue;
- influence others to support it; or
- try to influence or change legislation that affects the cause or the issue we advocate[1] .

2. Advocacy is the public support of any idea, activity or belief [2].

3. Advocacy is a process that involves a range of political actions implemented by an organized group of citizens aiming to change the relationship between powers. The aim of advocacy is to achieve concrete political changes for the benefit of the affected parties involved in the process. These changes may occur in the public or private sector. Effective advocacy is implemented according to the strategic plan and within a reasonable time frame[3] .

4. Advocacy means discussing, drawing the community's attention towards some important issues, and assigning decision-makers to deliver the solution. Advocacy is working with other people and organizations to make a difference[4] .

If we sum up the definitions, we may freely say that advocacy is:

- Taking concrete action that aims to cause certain change (of law, politics, decision).
- A process of providing logical argument whose purpose is to influence the behavior of public function holders during the adoption and implementation of laws and public policies so that today's vision becomes a future reality.

- An activity whose goal is to promote human rights in the community.
- Advocacy is putting a problem on the agenda, providing a solution to that problem and building support for acting on both the problem and solution.

If you may see, there is no single and comprehensive definition of advocacy. It depends on the nature of the advocated issue or the problem, as well as on the context in which advocacy occurs.

1 International Parental Planning Federation (IPPF Advocacy Guide 1995)
2 Oxford Advanced Learner's Dictionary
3 Arias Foundation - Costa Rica
4 CEDPA: Cairo, Beijing and Beyond: A Handbook on Advocacy for Women Leaders

3. Advocacy Process

Disregarding what the advocacy campaign is about, the advocacy initiative organizations and individuals should go through these steps:

STEPS	DESCRIPTION
ISSUE	The problem that requires political action.
PURPOSE AND OUTCOMES	Statement of the overall objective you want to achieve. Outcomes: Steps towards achieving your SMART goal - specific, measurable, attainable, realistic, time-bound.
TARGETED AUDIENCES	The decision makers you want to influence to support your case, e.g., parliamentarians, municipal officials, government officials, etc.
DEVELOPING THE MESSAGE	Statements drawn for different audiences that define the issue, its resolution, and describe the actions to be taken to achieve the solution.
COMMUNICATION CHANNELS	How to convey the message to the target audience, e.g. radio, TV, flyers, press conferences, meetings, theatre performances, etc.
BUILDING SUPPORT	Creating alliances with organizations or individuals who are determined to support your cause.
FUND RAISING	Identify and acquire resources (financial means, other tools, volunteers, space, etc.) to conduct your advocacy campaign.
IMPLEMENTATION	Conduct planned activities to achieve your advocacy target (action plan).
DATA COLLECTION	Collect, analyze, and use the right, qualitative and quantitative information that supports each step of your campaign.
MONITORING AND EVALUATION	The process of gathering information to measure the progress made towards the goal of your advocacy campaign. The process of information analysis to determine if the advocacy objective is achieved.

3.1. Identify the advocacy issue

See worksheet # 1

Once you have prepared a thorough list of issues in your community, the next step is to assess each of the needs you identified and to consider all the possible solutions. At this point, answer these two questions: 1. How significant is the problem? 2. Are there programs and services currently are place or could be put in place to address the problem? By combining answers to both these questions, you can establish a manageable list of priorities and focus your actions on the most pressing needs.

How significant is the problem?

The following criteria can be used to help evaluate the significance of the problem.

–Preventability: Problems that can be prevented or substantially diminish should get higher priority than those that can't.
–The number of people potentially affected by the problem: Based on your knowledge of the community and the information you have collected, consider how many people are potentially at risk as a result of this problem. The higher the proportion of people in your region potentially affected, the more significant and the more urgent the problem is.
–The number of people affected by the problem: knowing how many people are potentially affected is important, but that information needs to be combined with an accurate number of people who are actually affected.
–Severity: Another measure that highlights the impact of a problem is the extent to which the problem limits people's choices and their ability to live their life the way they want to. If the problem severely limits people's choices and independence, it should be considered more important than problems that have a small impact on people's day-to-day lives.

A wide variety of service providers, experts, and community members should be involved at this stage. Compile a list of the possible programs/services, initiatives or solutions that could be put in place to address the need. The purpose is to identify those problems that have the greatest potential for solutions. Begin by looking at the list of programs and services that currently exist in your community. Match those community resources and people resources with the problems and needs you have identified. Consider the effectiveness of programs and services currently in place. Ask questions like: Are these programs providing effective results? Are there overlaps in the services provided by a number of organizations and is it possible to coordinate and integrate services to provide better results? Are there enough services? Do the existing services need to be changed or new ones established?

3.1.1. Methods for identifying the advocacy issue

See worksheet # 2

Issues of importance to the community can be accurately identified through community needs assessment. The importance of carrying out a needs assessment may seem obvious. Reality, however, can be much more challenging. The most frequently heard complaint regarding needs assessment is:

"We already know what the problems are."

Today, almost every community seeks to achieve better results in addressing the issues and challenges it faces. To address such issues and challenges, it is necessary for all involved stakeholders to have sufficient information. Information is key to understanding a community. In addition, the availability of information enables people to engage in the process of learning and building consensus.

"Community needs assessment is a continuous and dynamic process. It is undertaken to identify the strengths and needs of the community, to set priorities and to facilitate joint planning of activities towards improving the community situation.

The community requires accurate and meaningful information to base its efforts. One of the first steps a community needs to undertake is to make a community assessment to gather information about its needs and resources. Assessment also helps mobilize community members as well as key partners to act on the basis of gathered information.

A community assessment can take many forms and should be tailored to specific needs and resources in the community. CSOs should create a guiding model, modify and refine it, based on the specific circumstances of the community, the availability of human and financial resources, and the timelines for completion of assessment activities.

An effective community assessment means that data from this assessment is translated into advocacy priorities. If there is no follow-up to these priorities, the community will be disappointed and withdraw from participation.

The organizational basis that is developed in the community during the evaluation process should be supported and cultivated as a means by which the community can effectively act on its own behalf. Likewise, the assessment provides basic information that needs to be updated and used to assess the progress of community conditions. In this way, the end of a community assessment also presents a start. Completion of the community needs assessment provides data that serves an advocacy process so that the priorities identified through the community needs assessment are addressed to the relevant authorities.

3.1.2. What is community needs assessment?

"Community needs assessment is both product and process"

Literature suggests that community assessment is both product and process. The product includes information on the current state of the community and its capacity to support and improve the well-being of its members. The process is one in which community members collectively understand the strengths and the needs of the community and invest their knowledge to achieve change. Community assessment provides the basic information for developing effective programs and initiatives for the community. This information can be later used to monitor changes in the community.

There are several reasons why community-based non-governmental organizations should provide accurate information on the needs of a community. All communities are in a constant state of change – with the birth and death of citizens, through the movements of people inside and outside and through the development of every individual citizen but also the community of citizens over time. Consequently, what could have been a suitable policy or program today may be inadequate. The character or disposition of a community can have many changes as a result of an interaction of social, cultural and economic change.

People's needs in rapidly growing communities can be enormous. Local government sources may be limited and public demands may be high. This makes setting priorities and long-term planning essential. However, such planning and action cannot be carried out effectively without accurate and current information on the needs and preferences of citizens.

Community needs assessment:

- collects information on the strengths, concerns, needs and current situation of the community;
- focuses on local assets, resources and activities;
- focuses on the shortcomings, obstacles and emerging needs;
- examines the community from multiple aspects;
- involves partnerships with organizations and other segments of the community.

The purpose of the needs assessment is to identify the assets of a community and determine the potential concerns it faces. A direct way to assess the needs of a community is simply to ask residents for their opinion about community service development, their satisfaction with services, and what special services they need. Their thoughts can be used in building an agenda aimed at changing the community. In addition, this process can help community based organizations build their capacity to provide residents with services and development opportunities.

3.1.3. Choosing a Needs Assessment Technique

Needs assessment is a data-based process. The data is used to identify the target audience and to provide a full profile so that the programs are tailored to it. In the process of needs assessment, two types of data are used: the primary data, collected for a specific needs assessment and secondary data, which already exist.

The information to be collected will be influenced by the purpose of the assessment and the way the community is defined. In carrying out a community assessment, information on the strengths and resources, as well as on the needs of the community, should be collected. Also, some of the information gathered should serve as basic data that will, over time, help in tracking community conditions. In general, literature suggests that there are three types of information to be collected:

- statistical data, including socio - demographic information and statistics on the use of services;
- perspectives of residents and other stakeholders from the community; and
- community sources and assets.

The quality of information about a community is needed as much as the technique or combination of techniques used. Various information gathering techniques are suitable for different needs. Analyze the most important situations and issues, and then weigh the advantages and disadvantages of some techniques. The following guidelines may be helpful in choosing one or a combination of different needs assessment techniques.

Nature of the problem: Narrow down the focus of the problem. If the problem is not well defined, the research may become unmanageable. Identify the problem and assess its manageability by asking the following questions:

- What do we want to know or should know?
- Why do we want to know?

– How to use the information?
- Where can we find the information needed to answer our questions?
– How can we obtain such information?
- What sources of information already exist at the local, regional or central level?
- How can data be organized, analyzed and presented?
- Which persons and organizations should be involved in the gathering of information? Why? How?

Costs: Try to determine how much time, money, and resources you will need to get the required information. Think of how much money you have available or where financial assistance may be obtained from. Also, assess the availability of human resources for planning, design, analysis and presentation of information.

3.1.4. Use of existing information

Secondary data are data collected for a particular audience without having direct contact with this audience. The analysis of secondary data is based on extrapolating results from statistics. There is a variety of statistical data available that represent important features for a community. These descriptive statistics are collected from the population census, police reports, schools and information from the hospital. Other sources include newspapers and leaflets that show community conditions. The following table presents the pros and cons of using existing information.

Pros	Cons
Existing statistical data are used at a minimum cost	Local community data is often limited and outdated
May be easily accessible	The sample may not be correct
Allow study trends over time	Nuk marrin në konsideratë perceptimet e popullatës mbi nevojat

3.1.5. Use of new information

To assess the needs and concerns of the community, especially in the conditions of a rapid change that may come from development within a community, it may be necessary to go beyond existing information. In these cases, there are some methods for collecting information. These include: participant observations, surveys, focus groups, community forums, Delphi techniques and resource mapping. Each method has its advantages and disadvantages, thus you can choose to use one or all methods, depending on the unique features of your community or region.

A number of different methods may be used to assess needs such as participant observations, surveys, focus groups, community forums, Delphi techniques, and resource mapping.

Choose the methods that best handle issues that require answers. For example, surveys are useful for collecting information on individual problems or views through a face-to-face questionnaire with the respondent. Community forums and focus groups are useful for community groups to discuss the needs, powers and prioritization of their needs.

Using more than one method to collect information is more reliable than any sole method or source. Keep an open mind and do not limit yourself to a method just because it is familiar to you.

3.2. Purpose and outcomes

From the needs assessment we understand why the advocacy issue is important. Now is the time to determine:

- Who will advocacy campaign serve?
- What the campaign reach?
- Why should advocacy campaign take place?

Regarding the question: “What is the purpose of the advocacy campaign?” - We can briefly say that the goal is expressed through a sentence that describes the image of a potential future that can be achieved if worked in that direction. The goal does not mention timelines and advocacy campaign activities. It should not change during the project implementation period, because its change may bring significant changes to the entire advocacy campaign.

The objectives should be SMART

Specific
Measurable
Attainable
Realistic
Time bound

Project ideas are built on the basis of needs, lack of resources or about existing problems without focusing on their subtleties. At the beginning of your work, you have to focus on concrete tasks by dividing the goal into outcomes. The outcomes derive from the goal of the project, so that each outcome is formulated with a phrase or sentence. They clearly indicate the steps that advocacy campaigns must pass through to the end of its implementation. In order to achieve any outcome, the activities of the advocacy campaign should be listed in the form of a series. The smaller the number of campaign outcomes, the less complicated is the tree of campaign activities.

One outcome may be transformed into specific activities and attainments. The more abstract the outcome is, the more difficult it will be to measure the success of our work. Managers should discuss campaign outcomes with the entire working group, target groups, partners and associates. Outcomes must be understandable and acceptable to those who will work to achieve them. Regarding the indicators of success, it is important to provide some clarity. Success indicators are observable, empirical and objectively measurable information that is the basis for measuring the effectiveness of the work done. They are the parameters of changing or measuring the achieved outcomes, indicating to what extent the objectives have been met. Success indicators help in presenting a transparent evaluation process for project achievement at the beginning of its planning.

Success indicators are more easily set for quantifiable tasks. For example, it is easy to tell if 25 letters are sent to different addresses. On the other hand, quality tasks are more difficult to measure. Thus, for example, it is more difficult to evaluate if the letter is written in the right quality. Some of the success indicators can be discussed and agreed in advance with the donor and target groups in order to unify the expectations of the project activities and outcomes..

3.3.Target audience See worksheet # 3

Target audience within an advocacy campaign means the decision-makers we attempt to influence in order to support the advocated case. In practice, targeted audiences in most cases are:

- Mayors;
- Municipal Councilors;
- Municipal Officials;
- the Central Government;
- Government ministries;
- Governmental agencies;
- Members of parliament, etc.

Thus, since advocacy means changing a public/political approach or decision, target audience means individuals who are bearers of functions within public institutions. The target audience is the individuals whose will and actions depend on the success of an advocacy campaign.

As part of an advocacy campaign, targeted audiences can be considered groups or individuals whose support would help us achieve the goal of the advocacy campaign. For this reason, it would be good to define the map of our strengths in the process of identifying our audience. A model through which this will be done is presented below:

3.4. Developing the message

See worksheet # 4

The success of an advocacy campaign depends largely on the message conveyed to different audiences. It is important that the communicated message mobilizes the community to support the advocacy campaign and, on the other hand, to persuade the holders of public functions to undertake actions required by the advocacy group. The message of an advocacy campaign should be short, simple and understandable. It should summarize the question advocated for and answer the following questions:

1. Why is this advocacy campaign important?
2. Who are affected by the advocated issue?
3. What will be the benefits of the success of the advocacy campaign?

A well-crafted message makes coalitions from various groups that may benefit from the advocacy issue approach the advocacy group. Eventually, the message of an advocacy campaign should:

- fit with audience interests;
- be persuasive – not only does your view sounds reasonable, but also the issue is important and needs intervention by the person you are meeting;
- be concise;
- show specifically the actions you are seeking from the audience;
- include answers to the questions you expect to be raised.

3.5. Communication channels

In an advocacy campaign the proper selection of communication channels should be one of the most deserving steps. Communication channels reflect the way messages are conveyed to focus groups, e.g. radio, TV, flyers, press conferences, meetings, theatre performances, etc. For each audience identified within an advocacy campaign, appropriate channels/ways of communication should be sought. There are arguments in favor and against these communication methods, the use of which depends on the needs and resources of the advocacy campaign. After analyzing the communication channels available to you, you can begin preparing your communication plan by interconnecting your audiences, messages, and communication channels.

Nowadays, the use of social media within an advocacy campaign is almost decisive. Social media can be used whether you are trying to get supporters, raise donations, share success stories, or network with similar organizations, because for all of these activities there are social media outlets. Although most organizations admit that presence online and in social media is essential, finding the right sites at first may seem rather difficult.

3.6. Building support

Creating alliances with other organizations, groups or individuals who are determined to support your advocacy issue is one of the main tasks of the advocacy campaign initiator group. The greater the advocacy group, the more likely it will be to reach the results and the purpose of the advocacy campaign. So the purpose of the initial advocacy group should be to create an advocacy network. Advocacy network means a group of individuals or organizations working together to achieve common goals for changing public policies, laws and programs for a given advocacy issue. Below are some criteria that are used to join an advocacy network:

- Matching CSO network mission and focus;
- Good leadership and diverse membership;
- Chance to have a voice in the decision-making process;
- Greater expectations and credibility.

It is now known that forming and maintaining a network is not easy: it requires knowledge, expertise and collaboration to have a functional network. Below are some of the stages and actions of maintaining the network:

A. Organization

- Define clear and specific roles.
- Establish a loose or fluid organizational structure (vertical hierarchical structures do not create a firm network).
- Develop the inventory of expertise and resources you possess.
- Fill in the gaps by recruiting new members.
- Creation a communications system.
- Create a database of participating CSOs in the network and members.

B. Leadership

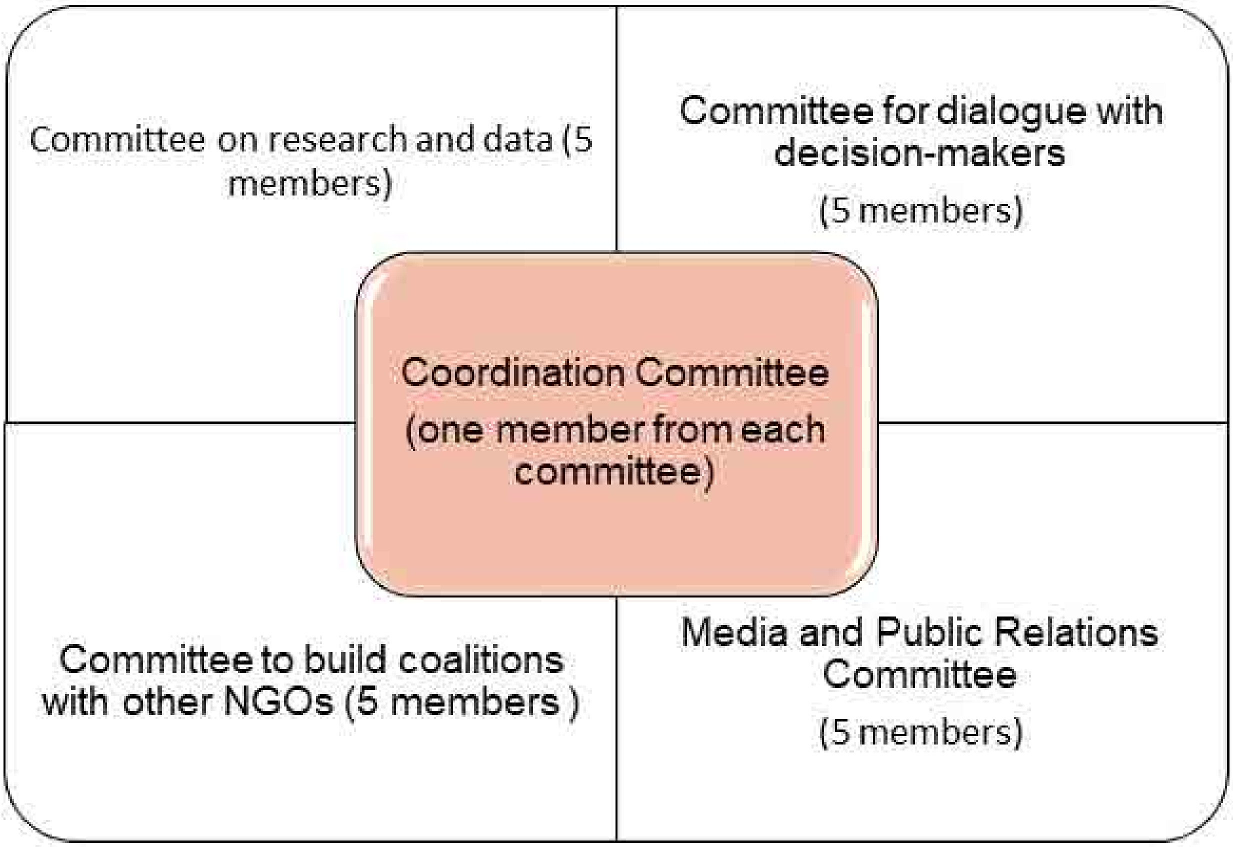
- Delineate leadership roles.
- Define realistic goals and outcomes.
- Divide yourself into working subgroups and take assignments according to expertise (avoid overload).
- Make participatory decision making.
- Keep members motivated praising their work.

C. Meetings/documentation

- Meet when needed.
- Design a specific and effective agenda; the host rotates alternately.
- Keep the list of participants in the meeting and the minutes, and distribute it after the meeting.
- Use facilitating skills of a group member to reach consensus or resolve the conflict.
- During the meeting, openly discuss the difficult issues.

- Keep a network notebook to document network activities, decisions, and so on.

In the end, as the advocacy network may consist of many nongovernmental organizations and various interest groups, it is imperative that the network is structured. A structured network model is presented below:



3.7. Fundraising

"Your fundraising plan may have a great strategy, but if there is no action plan that sets deadlines and responsibilities, this is just a dream in the sun."

Gail Perry

Fundraising is a process of researching and collecting financial assets or aids in other forms by seeking donations from individuals, businesses, charitable foundations or government agencies and usually refers to fundraising from non-governmental organizations. Fundraising is organized because NGOs do not have sufficient resources to develop their activities. For this reason, NGOs, in the process of raising funds, in addition to cash, also require non-monetary donations, such as: a) Human contribution (voluntary work); b) Various materials/products; c) Various services that would have a cost of money, time or even human engagement for the implementation of the project.

The fundraising process needs to be well planned and traversed by a systematic approach to fundraising. In this regard, during the raising of funds, non-governmental organizations should go through these steps: 1. Identify the need within your organization for carrying out activities; 2. Identify and explore potential donors; 3. Develop Fundraising Message - The message should contain the reason why a person/organization should donate; 4. Match the fundraising message to the potential donor reason to donate; 5. Always ask for donations - No one will give you unless you ask for; 6. Express your gratitude - The final and most important step is to say “thank you”. It is easier to get money for the second time from the donor if he or she knows the money is spent well and the donation is appreciated.

In the literature used to explain the fundraising process, different authors have described some of the rules that must be implemented by non-governmental organizations during the fundraising process. In this respect, these nine rules are mentioned which should be used when raising funds:

1. In addition to financial means, from different companies try getting them to donate their services or products, not the financial means.
2. If you cannot get the products for free, get them with discount.
3. Do not try to do it all alone. Motivate others to be part of the fundraising team.
4. Make a plan of action. Begin a few weeks earlier and set the deadline for all necessary steps.
5. Set the target amount you want to reach. Be realistic when you set the tentative amount. By setting a realistic goal, you avoid the frustration that may result from the high expectations.
6. Keep your work public. The best way to achieve the goal is to tell others about your work.
7. Assess! Keep track of all activities, those that have gone well and those that have not gone well, for better planning in the future.
8. Thank you! Thank you! Thank you! Thank all those involved in fundraising, as well as to all those who have provided funds.
9. Save everything. Make all activities and funds transparent to the fundraising team and to those who have provided funds.

The fundraising plan can be made easier if non-governmental organizations draft an action plan that sets out these elements: goals, strategies, focus groups, message and responsible persons. Several forms/ideas for raising funds may be presented in the action plan. The most common ideas for fundraising are the following: a) Activities by audience category - Consider who your audience is and make fund raising activities accordingly; b) Food - People like food, so provide good food and a price for it; c) Awarding game - Communicate fairly with participants and be transparent with them to remove prejudices; d) Sports events - When planning them, make sure you have the right rules and procedures; e) Social Events - parties, concerts, theaters, karaoke, humor, etc.; f) Social sale - Auctions, Celebrity Clothes, Handicrafts, etc.; g) Services - Car wash, cleaning of yards, etc.); h) Attract - Door-to-door fundraising, search by specific members of society, etc.

3.8.Data collection

See worksheet # 5

As mentioned above, different methods can be used for data collection. In practice there are two types of data collection methods: quantitative methods, mainly using surveys; as well as qualitative methods in which focus group discussions and in-depth interviews are used. This Guide will elaborate surveys and focus groups, as a data collection technique.

Surveys

The survey is a formal systematic method of gathering information from a given population within a given geographic area. Surveys are among the most common and reliable methods of data collection for an advocacy campaign. Surveys are only successful when they are designed and administered with care. The main steps for conducting a survey are as follows:

- select survey approach;
- design the questionnaire;
- test the questionnaire
- distribute/administer the questionnaire;
- data collection;
- data analysis.

The research instrument should begin with a statement of purpose that reveals why it is being developed, who is developing and how the information will be used. The introductory statement should also provide the respondents with the confidentiality of their responses. Guidelines and questions in the survey should be clear and easily understandable. Survey questions should be followed by an assessment scale in order to be easier, to consume less time to respond, and to gather and analyze more easily.

If surveys are the main means of measuring community outcomes, respondents should be selected using random techniques, thus reducing the likelihood that some segments of the population will not be included.

Discussion focus groups

The goal of a focus group is to examine issues by brainstorming, anecdotes, experiences and impressions from a group of people. To be successful, several factors need to be considered. The groups should be small enough for everyone to have the opportunity to speak, but big enough to provide a variety of views. Usually there should be no more than 8 to 12 participants in each group. Each focus group should have a skilled moderator and a facilitator, who must be neutral and should be perceived as such by the participants.

The focus group meeting should begin with the announcement to the participants, a statement summarizing the initiative (who is developing the focus group, why the information is being collected, how it will be used, and how the collected data can be useful for process and community participants), a summary of topics to be discussed and the basic rules for discussion. It is also important to thank the focus group participants for their time and insight.

As for the participants, efforts should be made to ensure a representative mix of residents and other community stakeholders. Because knowing each-other can make some participants more hesitant, participants should not know each other. Sometimes it is impossible to include all unacquainted persons in a group, but at least those who work together and who are close friends should not sit in the same group. On the other hand, participants in specific focus groups should be selected on the basis of some common features. The focus group's success depends not only on the quality of the questions but also on the depth of the answers. Open questions need to be put in place and the facilitator should create a general introduction before specific questions.

3.9. Logic framework approach

See worksheet # 6 and # 6a

When the phase of the analysis is successfully completed and targets and outcomes are defined, the logframe method enables a comprehensive and transparent plan, which also includes monitoring and evaluation indicators, and takes into account the external environmental factors of the project. The matrix itself can be seen as a very suitable approach of the project's internal structure/advocacy campaign. The logframe matrix consists of four rows and four columns. The four columns show: intervention logic, objectively verifiable indicators, verification sources, and assumptions about the intervention logic in the four levels of the hierarchy of objectives.

	The intervention logic	Objectively verifiable indicators	Sources of verification	Assumptions
Overall goal				
Purpose				
Outcomes				
Activities	Activity 1. Activity 2 ... Activity N	Contribution	Budget	

The first row of the logframe presents the intervention logic and the hierarchy of objectives. The top level objectives are the overall goal of the project. This is usually the goal of development or general policy that the project only contributes to, but the project itself cannot achieve it. The purpose of the project is the change occuring after the project outcomes are achieved (or the obligation we take to achieve the desired impact on the beneficiary). The outcomes are the desired project products that derive from the activities (or the path to be followed for performing the obligation we have received). Activities are actions taken to achieve outcomes.

The second row of the logframe matrix presents objectively verifiable indicators at all levels of the objective hierarchy (intervention logic). It is important to find objectively verifiable indicators for each of the overall aims, goals and outcomes in order to reach a consensus among all parties on the level of project success. In the third row, the sources of verification are set for each objectively verifiable indicator. For some indicators, there are documents or public notes providing the necessary data. For others, the way and time of data collection should be determined. The fourth row contains the assumptions for the external context formulated during the drafting of the intervention logic.

3.10. Plani i aktiviteteve Shih fletë pune #7

Për realizimin e projektit, rëndom përdoret teknika e "gantogramit". Gantogrami është një teknikë efikase që përdoret zakonisht për të dhënë pasqyrën e kohëzgjatjes, raporteve të ndërmjetme, përgjegjësive për detyrat e caktuara, si dhe fondeve të nevojshme për aktivitetet. Aktivitetet thjesht radhiten në një tabelë, me secilin aktivitet në krye të rreshtit. Në këtë mënyrë të thjeshtë, gantogrami i radhit të tëra aktivitetet dhe jep të dhëna për to. Përderisa korniza logjike përmend vetëm nga një aktivitet, plani i realizimit i zbërthen të gjitha nënaktivitetet që janë pjesë e një aktiviteti të përgjithshëm. "Pajisja e shkollave me kompjuterë dhe internet", do të mund të zbërthehej në "përcaktimin e numrit të shkollave", "sigurimin e lidhjeve telefonike në shkollat përkatëse", "blerjen dhe shpërndarjen e kompjuterëve", dhe "qasjen në programet e internetit dhe trajnimin për përdorimin e tyre".

Activities	Year 2014									Contribu-tion	Budget	Person Re-spon-sible
	IV	V	VI	VII	VIII	IX	X	XI	XII			
1.1 Establish youth clubs in 20 cities	x									1 expert	700 €	Person X
1.2. Create legal framework for youth clubs		x	x							2 experts	2,000 €	Person X
1.3. Develop the program for youth participa-tion in municipal decision-making			x							2 experts	2,000 €	Person Y
1.4. Train youth club members				x	x					3 trainers	2,500€	Person Z
1.5 Organize awareness-rais-ing activities for youth partici-pation in poli-cy-making						x	x	x	x		20,000	Person N

3.11. Budgeting the advocacy campaign

The advocacy campaign budget should be adequate to achieve the goal and the intended outcomes. The budget lines and budget forecasts for the respective activities should be realistic, while the proposed costs should in principle be related to the content of the campaign and not reflect the operational costs of the organization. The budget should clarify the specific details for each line, for example, the number of experts multiplied by the number of business days, multiplied by the daily payment.

The detailed budget is a requirement for any project proposal that requires the identification of all activities to be carried out during the project as well as the respective costs. One of the main starting points for an accurate budget is the placement of any kind of cost in the category to which it belongs. Also, during budgeting, it is good that budget sections match those included in the project proposal so that the budget is easy to understand.

The project budget is divided into at least three categories:

a. Personnel expenses: This category presents individual costs for each person involved in the project (project manager, coordinator, assistants and other supporting staff). The salary of each person engaged in the project must be justified by his/her commitment and his/her responsibilities in accordance with the specific objectives of the project. For each person engaged in the project, the organization has a legal obligation to pay the taxes and contributions provided by the laws of the country. Regarding the budget line for salaries, gross figures should include personal income tax and pension contributions, as well as indicate for each position how long the person will be working on the project (in percentage).

b. Direct project expenditures: This category includes all expenditures that directly contribute to the fulfillment of planned activities in the proposal. The expenditures presented in this category should be in line with market prices and have a direct impact on the conduct of planned activities. Project implementation organizations should ensure that the budget in the direct expenditure part does not focus on consumption expenditures (food, drinks, cocktails, etc.) unless such expenditure is justified with the achievement of the planned objectives.

c. Operating expenditures: Although operating expenditures are not directly related to the fulfillment of project results, they contribute to the effectiveness of the project. As such, they enable the activities to be carried out successfully. This category includes: office space (office rent), if the nature of the project requires, technical equipment, personnel transport costs during direct activities, communication costs, bank payment expenditures (transactions), services public (electricity, water and waste) as well as other necessary operational expenditures.

d. Other indirect expenditures: This category includes expenditures that are not direct, but which help the development of objectives, such as publications, external auditing, project evaluation, research and other indirect costs.

e. Unplanned/Contingent Expenditures: Although many donors do not prefer funding budgets with contingent expenditures, non-governmental organizations have the opportunity to set project cost budgets in the form of the project's total percentage. This cost should be translated into a low percentage that varies from 1% -5% and is planned to finance additional activities for achieving project objectives (which are not foreseen in the project proposal).

Each expenditure is presented in a separate line to identify the unit price, unit number and how they are expressed (e.g., per month, day, etc.) as well as the total expenditure. In a separate column, entries can be entered for elements that are not completely clear. If possible, further details can be given in a narrative explanation of the budget. Expenditures should also include direct expenditures related to project activities/products, such as rental for training venues, conferences, guest meals, publishing costs or publicity campaigns, etc.

Some donors request that description be given, clarified and justified the expenditures included in the budget table. In this way, the project staff must make a narrative description stating all expenditures that the donor is required to cover, provide rationale and explain how funds will be spent.

The budget should include the name of the organization, project title, duration, total requested amount and the currency.

3.12. Implementing the advocacy campaign See worksheet # 8

After analyzing the main elements of the advocacy campaign (goal, results, stakeholders, developing the message, costs, strategies and other accompanying elements), it is necessary to put in place the action plan, which contains concrete activities that will take place in a certain period of time. The action plan presents the advocacy campaign frameworks, but it must be flexible so that it can be reviewed during the campaign.

Determining as clear and accurate as possible the purpose and the intended results is a prerequisite for identifying and planning the activities or steps in the advocacy campaign. The activities planned in each advocacy campaign should be directed towards achieving the goal and the intended results.

The activity plan is always developed taking into account many factors, such as:

a. What is the issue advocated?
b. Who are the decision makers whose action is expected?
c. What information or facts are available?
ç. What is the level of support from interest groups and citizens?
d. Are the citizens and decision-makers aware of the issue advocated by the group?

The activities of each advocacy campaign should be divided into phases, such as:

1. Phase of research/finding information on the identified problem;
2. Public and decision-makers awareness phase;
3. The pressure phase, during which direct decision makers are under pressure to undertake certain actions to address the issue; and
4. The monitoring phase, during which an activity evaluation is carried out and the activity plan is modified if necessary.

When planning activities, it is important to take into account the hierarchy of planned activities, or prioritize them. The campaign should start with activities that are aimed at informing, educating and encouraging citizens, stakeholders and decision-makers in order to enhance support, while in line with the decision-makers' reaction, design or re-design other activities.

3.13. Monitoring and Evaluation

See worksheet # 9

The main weakness of the advocacy campaigns lies in the fact that their monitoring and evaluation is neglected, is incomplete or superficial. In general, organizers and managers show more concern for fundraising than for effective campaign implementation by qualitative and low-cost standards. So, we often hear "Let's find the money first, then we'll see..." Managers and organizers often face questions and challenges from within the organization (members, staff, and board) and externally (beneficiaries, volunteers, donors, partners and the general public).
Frequently Asked Questions are:

- Were the resources properly used?
- Have our efforts yield the right results?
- Outcomes achieved - do they justify the resources used?;
- Are the expectations of beneficiaries of services met?
- Are the results in line with the expectations of the beneficiaries?
- Were the money properly spent?
- Have the money been spent in accordance with the original campaign proposal?

However, before the evaluation, a systematic collection of relevant information should be done, which is part of the monitoring process. Evaluation is a systematic and objective review of a project, program or policy, completed or ongoing, and its structure, process of implementation, or relevant outcomes. Its purpose is to determine the importance and fulfillment of the objectives, effectiveness and sustainability of the project. The evaluation should contain valid and reliable information in order to enable the use of the experience gained in the decision-making processes of donors and project beneficiaries.

In practice, we encounter several types of advocacy campaign monitoring:

A. Monitoring activities – Monitoring of activities compares the planned time with the spent time to carry out an activity. Therefore, based on monitoring we may evaluate the efficiency, whether we can stick to the operational plan.
B. Monitoring outcomes – Monitoring outcomes is based on outcome indicators. Indicators present the desired situation at a certain time or at the end of the planning period.
C. Monitoring assumptions – While activities and outcomes are monitored relatively regularly, monitoring assumptions and risks become much less likely. The risk analysis is best done before the start of implementation, to avoid high-risks, respectively to redirect the advocacy campaign.
D. Impact monitoring - Impact monitoring refers to the effectiveness of the project (whether we are doing something useful), other positive and desired impacts, spontaneous effects that are not included in the logframe as well as the negative (unwanted effects).

3.14. Setting indicators

Community representatives will be interested in indicators that describe or measure specific features, events and factors that are important for planning, decision making and assessment. Before they start, they need to know exactly what they want.

They must first answer these questions:

- What exactly do we want to know?
- Why do we want to know?
- What will be done with the information after we receive it?

Three phases of the evaluation process

Monitoring: Collecting data related to the issue at hand.

Review: structuring data for interpretation

Evaluation: analysis and presentation of data

Indicators are building blocks of community needs assessments. They measure the state of the community and describe the state of affairs of interest within a community. For example, if the issue of interest is community security, an indicator will be the crime rate. The purpose of assessing community needs is to consolidate information and to justify why each indicator is important and how it has changed over time. Indicators provide important information about the size of certain needs, social problems or factors contributing to them and the overall community performance in addressing issues, needs or problems.

Information on the following types of social indicators should be included in community needs assessment and can be obtained from census data, government statistics, public records, local planning etc.:

- Demographic indicators: age, sex, spoken languages.
- Socio-economic indicators: unemployment rate, household income, education level.
- Other socio-economic indicators may include: employment trends, housing, percentage of the population relying on social assistance.
- Service indicators: access to health and social services.
- Other Social Indicators: Behavior in society and health status including elements such as illness and mortality, suicide rate, drug abuse, crime rate, accident statistics, working mothers, physical activity, smoking, etc.

For example, risks and needs of communities arise from a complex interaction of dynamic factors that involve multiple individual characteristics (e.g., biological aspect, emotions, personality and recognition) and multiple social levels (e.g., colleagues, family, school, workplace, as well as public policies and legal systems that structure and influence behaviors and actions).

3.15. Examples of successful advocacy campaigns [5] See worksheet # 10

There are many cases and successful advocacy campaigns initiated by an organization or group of organizations in Kosovo. Unable to mention them all, this Guide presents several case studies that illustrate various advocacy strategies aimed at addressing various issues.

Petition against raising electricity tariffs

The Kosovo Constitution has foreseen the possibility of legislative initiatives by citizens through the collection of 10,000 or more signatures from Kosovo voters. A coalition of civil society organizations, for the first time in Kosovo, used the petition mechanism with 10,000 signatures in

5 Parts outlined in the "Advocacy in Kosovo" manual, produced by the "Justice and Citizens" campaign

the campaign against raising electricity tariffs. Within a month, this coalition of organizations led by Movement FOL 08 collected 10529 signatures from citizens who opposed the request of the Energy Regulatory Office to raise the electricity price by 18.3%. The petition was signed in several Kosovo centers: Prishtina, Prizren, Peja, Gjilan, Ferizaj and Mitrovica. The petition was then submitted to the Assembly of Kosovo and to other relevant institutions, including the Energy Regulatory Office and the Ombudsperson Institution. As a result of this pressure, the Regulatory Office decided that the energy price should only increase by 2.5% and not by 18.9% as planned.

Campaign against degradation of Germia Park

At the beginning of 2005, the Assembly of Kosovo issued a decision on the construction of the Administrative Protocol Center in Gërmia Park. The decision in question was taken in violation of the applicable laws. At the initiative of the NDI (National Democratic Institute) civil society program, a temporary coalition of organizations, individuals and political parties of green orientation was established, called: "Gërmia 2005". This coalition agreed to launch the campaign against the construction of the facility in question. During the advocacy campaign several activities were organized, such as:

- comprehensive research of the documentation regarding the decision-making by the Assembly, the procedures that were followed and the construction permit that was granted;
- a number of press conferences that aimed at proper informing of citizens;
- large number of interviews and articles in daily newspapers and TV;
- meetings with the leadership of the Assembly of Kosovo to convince that the decision to build the center was unlawful, thus should not be executed;
- collection of signatures by citizens at the Gërmia Park - 2,500 signatures were collected from the citizens in just 2 days;
- the organization of a peaceful march in Gërmia Park, where a number of partner organizations and individuals marched peacefully, and inside the Gërmia Park to the place where the works were done some new seedlings were planted in the place where the works were performed symbolically by conveying the message "As you destroy, we are planting";
- prepare and file two lawsuits, one before the Municipal Court, and the other before the Supreme Court to request the termination of proceedings and declare the decision unlawful.

As a result of the pressure, the Assembly of Kosovo issued a decision to suspend the works and since 2005, the works have been interrupted. At the end of 2009, the Kosovo Assembly proposed three million euros for the three-year period 2010-2011-2012 for finalization of construction. Coalition "Gërmia 2005" later met with the Parliament Speaker of Kosovo, who submitted the file with information on the procedures that were violated in this case and requested that this budget planning be removed. When the Kosovo Assembly approved the budget, it did not include the 3 million euros planned for the construction of the Administrative Protocol Center.

Campaign for installation of acoustic traffic lights

Due to the many difficulties faced by blind people on the streets of Pristina, the Association of the Blind, with the support of ATRC/USAID, in 2007-2008 launched the advocacy campaign in the Municipality of Prishtina for the placement of acoustic traffic lights at intersections of Prishtina. In the framework of the campaign, a large number of activities were conducted which focused on the exercise of pressure in the Municipality of Prishtina for the placement of traffic lights such as:

- investigation of facts and statistics on cases of traffic accidents due to the lack of traffic lights;
- roadside surveys about the problems blind people are facing in traffic;
- meetings with municipal officials;
- roundtables and public debates;
- TV interview.

As a result of the pressure and activities conducted by the Association of the Blind, the Municipality of Prishtina established acoustic traffic lights at several points of intersection. The association has not completed its activities only with this, but has continued with pressuring the municipality of Prishtina for the maintenance and introduction of all traffic lights. Municipality of Prishtina, according to the request, allocated budget funds for the installation and maintenance of acoustic traffic lights in the capital.

"When things are going well, something will go wrong. When you think things may not get worse, the opposite will happen. When things seem to have improved, you've forgotten something."

(Project Management Law)

4. Mechanisms of NGO involvement in decision-making processes

Involvement of civil society organizations during the process of drafting public policies is essential in building a democratic and functional country. Civil society organizations are a bridge between citizens and various local and central decision-making institutions. Their involvement in public policy is guaranteed by the laws adopted by the Kosovo Assembly, municipal regulations as well as other by-laws approved by the Government of Kosovo and other governmental agencies. Based on this, NGOs can be involved in policy making at both local and central level.

4.1. Mechanisms of NGO participation in local level

There are a number of mechanisms of participation of civil society organizations at the municipal level, most of which are defined within the Law on Local Self-Government, other laws, administrative instructions, and municipal regulations. Based on this, we have presented some of the following mechanisms.

4.1.1. The right to consultation

Administrative Instruction 2008/09 on Transparency in Municipalities requires that all normative acts, including regulations and decisions of the Municipal Assembly undergo through public discussions before their approval. Consultation may include, for example, public hearings and stakeholder consultation, which is decided by the municipal body proposing the act in question.

4.1.2. Municipal Assembly

All municipal assembly meetings should be open to members of public, who should be allowed to attend and participate in these meetings, in accordance with the rules of procedure of the respective municipality. Only in certain situations, the municipal assembly may decide to exclude the public from its meetings. They are the cases when:

a) it is thought that holding an open meeting may lead to a public disorder or violence;
b) open meeting threatens discloser of information and documents, which are classified according to the Law on Access to Official Documents;
c) threatens to disclose sensitive personal or commercial information; or
d) threatens to disclose information about current or future court proceedings.

4.1.3. Municipal Consultative Committees

These committees can be established by the municipal assembly for the purpose of citizen participation in the decision-making process. Consultative committees may submit proposals, conduct research and give opinions to the municipal assembly. Municipalities can form as many committees as they need, while their membership should include citizens and NGO representatives.

4.1.4. Public hearings

In public hearings, the municipal government presents its policies and invites the public to comment and proposals. NGOs can be invited to contribute with oral and written presentations. The Law on Local Self-Government obliges municipalities to hold formal public meetings at least twice a year.

4.1.5. Budget hearings

In accordance with the Law on Public Financial Management and Accountability, municipal assemblies are obliged to hold public hearings on their annual draft budget. Because the municipal budget defines municipal policies in many ways, the participation of civil society in such meetings is crucial to influencing municipal policy priorities.

4.1.6. Civic initiatives

Municipal residents may propose regulations (within the competence of municipalities), for approval by the municipal assembly or for voting by citizens. The proposed regulation should be signed by at least 15% of municipal voters and sent to the chairperson of the municipal assembly. The municipal assembly is then obliged to discuss it within 60 days.

4.1.7. Right to petitions

According to Article 69 of the Law on Local Self-Government, any person or organization with an interest in the municipality shall have the right to present a petition to the Municipal Assembly about any matter relating to the responsibilities and powers of the municipality. The Municipal Assembly shall consider the petition in accordance with its Statute and Rules of Procedure.

4.1.8. Referendum

Citizens of the municipality may require that a regulation adopted by the municipal assembly be thrown in a referendum by the citizens. Referendum is considered to be the most direct method for determining the stance of the population to a particular public policy issue and is a powerful tool to influence decision-making. It is, however, a process that consumes time and energy, as it requires that the signatures of at least 10% of the registered voters of the municipality be collected within thirty days after the adoption of the relevant regulation. In this way, the referendum should only be used when key decisions for the future of the municipality are in jeopardy and when a common effort of civil society can actually be expected.

4.1.9. Removal of the Mayor

The right to remove a Mayor from office is a mechanism of local democracy that can be initiated by citizens. Through this mechanism, registered voters become decision-makers. When 20% of registered voters in a municipality sign an initiative to seek the removal of the mayor, the municipality is obliged to hold a referendum. If the majority of voters vote in favor of removing the mayor, new elections for the mayor of the municipality should be announced by the President of Kosovo. Like a referendum, this is a participatory mechanism that requires a lot of resources and should be used only in extreme circumstances when all options are exhausted.

4.2. Mechanisms of NGO participation in central level

Kosovo laws provide for a number of formal mechanisms through which NGOs can participate in decision-making, both in executive and legislative branches of central government. This section describes some of the most important mechanisms.

4.2.1. Concept Notes

The concept note is a document prepared by the Government of Kosovo before drafting a new law, amendments to laws or important policy decisions. This document sets out the main objectives and characteristics of such a government proposal. The Government is obliged to publish these documents and to request the comments of specific NGOs affected by the proposal in question. The government should also ensure that those NGOs have sufficient information and time to provide substantive data.

4.2.2. Meetings of the Kosovo Assembly committees

Meetings of the Assembly of Kosovo Committees are open for public and can even be broadcasted through television. NGOs may be invited to present data, draft important documents, or contribute to these meetings with specialized knowledge. However, ultimately, it is up to the committee to decide whether to consult the NGOs and to take into account their contribution. The committees carry out most of the work in reviewing draft laws and proposing amendments, so advocacy in these commissions can be very useful.

4.2.3. Public hearings

The Rules of Procedure of the Assembly of Kosovo allow the committees to hold public hearings with “experts, public organizations, representatives of interest groups and other persons”, which implies the involvement of NGOs. A public invitation is required for participation in a public hearing session of the Assembly of Kosovo, so NGOs should seek invitation. If an NGO has not received an invitation for a public hearing, they may consult with the relevant committee to hold the public hearing.

NGOs can set up an online account to register in the Kosovo Assembly database for civil society organizations, through the Kosovo Assembly website. This database is managed by the Assembly Media and Public Relations Office and enables the Kosovo Assembly to identify potential participants in public hearings and consultations. Registered organizations also receive information on the work of the Assembly and future relevant events.

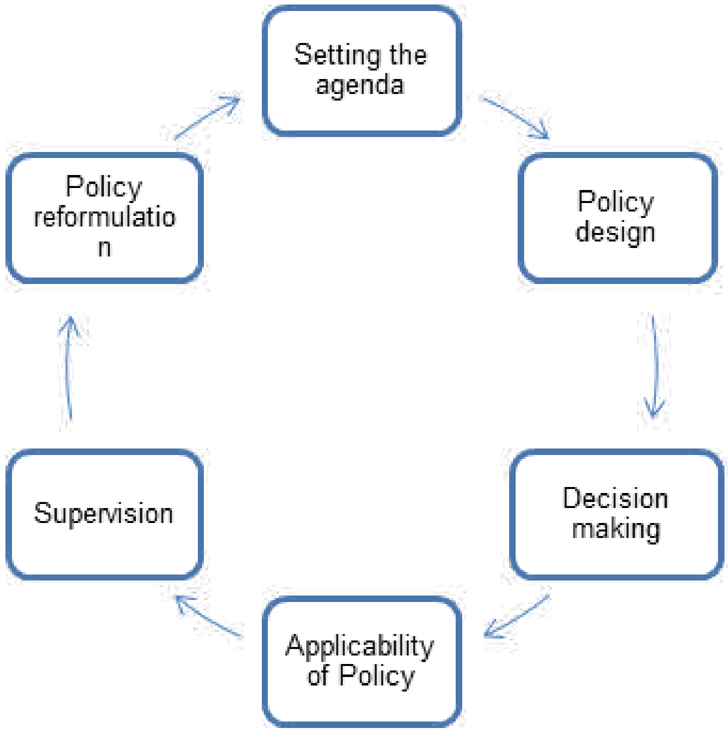
4.2.4. Legislative initiative

At the central level, the Constitution and the Law on Legislative Initiatives provide all citizens of Kosovo (including NGOs) with the right to propose legislation (full laws or concepts) to the

Assembly of Kosovo upon collection of at least 10,000 signatures and submitting them to the Assembly Office for Proposals and Submissions. Such an initiative should include the type of legislative initiative and its title, as well as name, last name, place of birth, signature and signature date, for each signatory.

5. Public Policy Cycle

There are six different steps in the political decision-making process: agenda setting, policy making, decision-making, policy implementation, policy oversight and reformulation. Each step provides opportunities for interaction between NGOs and public authorities.



5.1. Setting the agenda

The government sets the legislative agenda for the coming year at the end of each year, and the Assembly sets its agenda based on the legislative agenda of the Government. The stage when the legislative agenda is prepared by the Government is a good opportunity for CSOs to influence important draft laws in their scope to be included in the next year calendar. This agenda defines only initiatives for draft laws, and not for other policies that do not involve drafting any particular law. For this reason, CSOs should also use other mechanisms to influence the government agenda, such as ministries, as well as the Legal Office and the Office for Strategic Planning within the Office of the Prime Minister, or other units of public authorities, depending on the scope.

5.2. Drafting

Public authorities usually have an organized system of policy making. In the Government of the Republic of Kosovo, the drafting of public documents is regulated by Regulation no. 09/2011 on Rules of Procedure of the Government of the Republic of Kosovo and the Statutes of Municipalities, while the legislative cycle is regulated by the Rules of Procedure of the Assembly. Here CSOs are often involved in areas such as problem identification, solution proposal, presenting evidence for their preferred options through interviews or research. The organization of consultations should be a key element in this step, along with various forms of dialogue to gather ideas from key stakeholders. As most draft laws are prepared by the Government, the Prime Minister's Legal Office and the Government's Coordination Secretariat play a key role in this process. These units of the Prime Minister's Office have the mandate to ensure that the policy documents and legislation submitted for approval at the Government meeting meet the relevant standards and ensure that consultations with civil society during policy-making were held.

5.3. Decision

Forms of political decision-making vary according to the state/national context and legislation. However, public policies in general are created by different levels of institutions: local government (municipalities) and central government (Assembly and Government). In Kosovo, laws are adopted by the Assembly, bylaws by ministries or government, while municipalities adopt municipal regulations within their scope. Legislation drafts and other public documents should be open to ideas and participation of CSOs. Public authorities should consider different ideas and opinions before making a decision. However, the ultimate authority lies with the public authorities.

5.4. Implementation

Much of the work of CSOs in previous steps can be considered as preparation for influencing policy implementation. This stage is very important to ensure that the expected outcome is met. Access to clear and transparent information is very important in this step, as is the active partnership. Various institutions, agencies and organizations are involved in the implementation of various policies and laws. For this reason, depending on the area covered by the public document, the institutions that may include civil society organizations at the implementation stage are different.

5.5. Oversight

In this step, the role of CSOs is oversight and evaluation of implemented policy outcomes. It is important to have an effective and transparent oversight system to ensure that the policy or program reaches the intended goal.

5.6. Reformulation

Knowledge gained from policy implementation evaluation, along with changing needs in society, often leads to policy reformulation. Re-formulation allows the initiation of a new decision-making cycle. Given that a large part of civil society activity in Kosovo focuses on evaluating certain policies and laws, information produced by civil society through various research and reports can serve as a very useful source for public authorities to assess if a policy/law needs to be reformulated.

WORKSHEETS

WORKSHEET # 1: Steps in the advocacy process

Type of activity: Group work
Task of the exercise Advocacy steps

Target audience	The decision makers you want to influence to support your case, e.g., parliamentarians, municipal officials, government officials, etc.

Purpose and outcomes	**Goal:** **Statement of the overall outcomes you want to achieve.** **Outcomes:** **Steps towards reaching your goal** **SMART.**

Building support	Creating alliances with organizations, groups or individuals who are determined to support your cause.

Issue	The problem that requires political action.

Fundraising	Identify and secure resources (financial means, other tools, volun-teers, space, etc.) to conduct your advocacy campaign.

Developing the message	Statements drawn up for different audiences that define the issue, its resolution, and describe the actions to be taken to achieve the solution.

Data Collection	**Collect, analyze, and use the right, qualitative and quantitative information that supports each step of your campaign.**
Monitoring and Evaluation	Monitoring: The process of gathering information to measure the progress made towards goal of your advocacy campaign. Evaluation: The process of information interpretation and analysis to deter-mine if the advocacy goal is achieved.

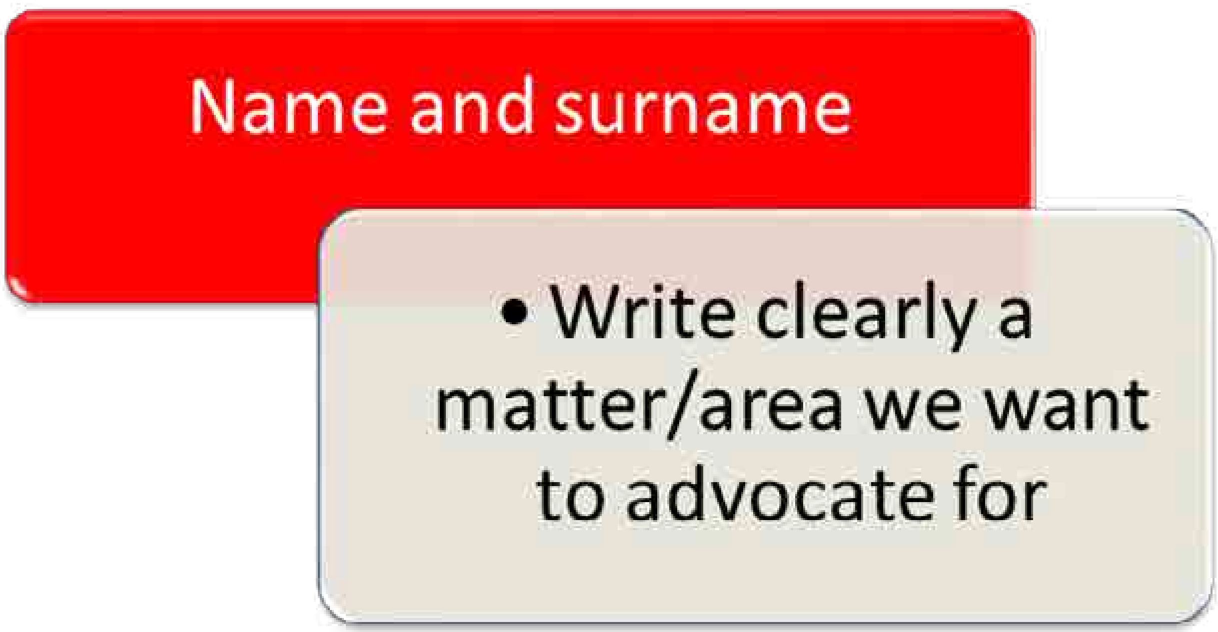
Communication channels	Communication channelsHow the message was conveyed to the target audience, e.g. radio, TV, flyers, press conferences, meetings, thea-tre performances, etc.

Implementation	Conduct planned activities to achieve your advocacy goal (action plan).

WORKSHEET # 2: Identify the Advocacy issue

Type of activity: Individual work - 15 minutes
Subject: Identify the Advocacy issue
Required tools: A4 paper and pencils
Objective: Identify the issue/problem that will be addressed during the training/meeting of the working group

Step 1: Choose an advocacy issue. On A4 sheets, each write:



Step 2: Suggested topics to be placed on a separate sheet and pick the topic with most votes.

Step 3: Identify worrying data and reasons on the selected topic.

WORKSHEET # 3: Determine the goal and resources

Type of activity: Group work
Required tools: A4 paper and pencils

Based on the following examples and in the theoretical part provided above, determine the purpose and objectives of your advocacy campaign.

Examples of Goal Setting:

1. “Providing access to quality health care for all people, regardless of the possibility of payment”.
2. “Promoting good governance in Kosovo through ensuring good co-operation between civil society and public authorities in Kosovo”.

Examples of setting outcomes:

1.“By 2015, reduce the number of victims in traffic accidents from 5500 to less than 4000 in one year.”

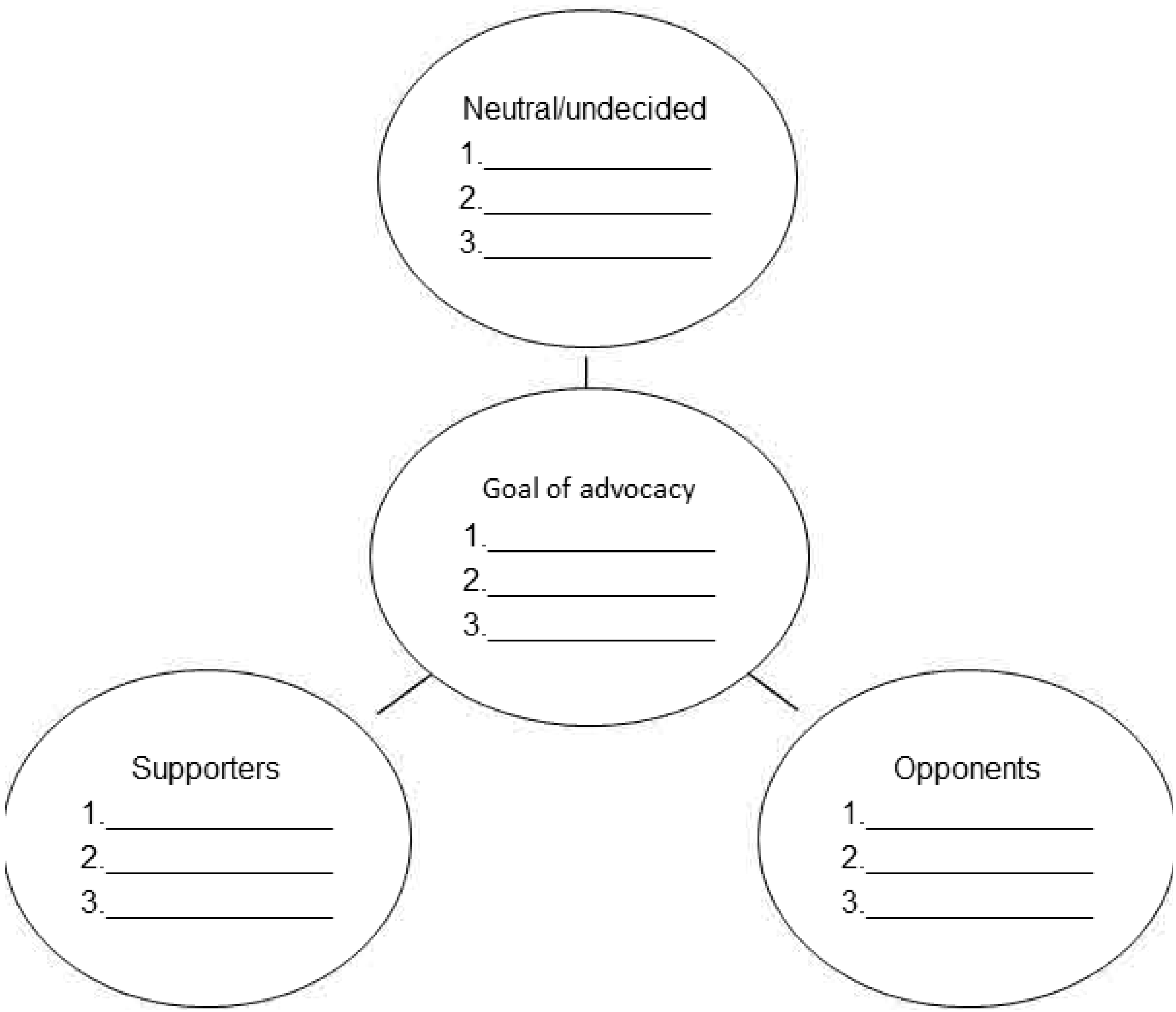
2.“Within the next two years, increase the percentage of female employment in public administration from 30% to 40%.”

3.“By October 2014, the Administrative Direction on the Law on Access to Official Information should be drafted.”

4.“By 2014, allow access for people with special needs to at least 50% of public buildings, from currently 45%.”

WORKSHEET # 4: Authority mapping

Type of activity: Group work
Objective: Identify target audience



WORKSHEET # 5. Fundraising plan
Type of activity: Group work
Required tools: Actions sheet and pencils

Objectives	Strategies	Focus groups	Message	Organization/ person

WORKSHEET # 6: Sample quantitative questionnaire

P1. Please let us know what are the 5 most needed youth services in the following areas?

Areas	Select 5 ser-vices
Career development support and guide	
Non-formal education e.g. trainings	
Information, access to library and printed materials	
Access to health services (special for youth)	
Access to the insurance system (special insurance system for youth)	
Employment services	
Freedom of movement (transport costs)	
Sports and recreation	
International experience and knowledge sharing	
Safe and secure environment	
Other________________________________	

P2. Can you tell us whether the services listed below are available in your municipality?

	Fully	Partial	Not at all	Don't know/NA
Career development support and guide	1	2	3	88
Non-formal education e.g. trainings	1	2	3	88
Information, access to library and printed ma-terials	1	2	3	88
Access to health services (special for youth)	1	2	3	88
Access to the insurance system (special in-sur-ance system for youth)	1	2	3	88
Employment services	1	2	3	88
Freedom of movement (transport costs)	1	2	3	88
Sports and recreation	1	2	3	88
International experience and knowledge shar-ing	1	2	3	88
Safe and secure environment	1	2	3	88
Other________________________________	1	2	3	88

P3. Have you ever heard about the Law on Participation and Empowerment of Youth?

1. Yes
2. No
99. No Answer

P4. How much has the Law on Youth Participation and Empowerment helped in improving or promoting the position of youthe in Kosovo?

1. Very much
2. Fair
3. Not at all
88. Don't know
99. N/A

P5. Can you indicate an organization that provides youth services/activities in your municipality?

1. Yes (Name of the Organization: ___________________)
2. No
99. No Answer

P5.a. What kind of services/activities does this organization provide?

____
____
____
____
____
____

WORKSHEET # 6a: Sample Qualitative questionnaire

1. Tell us about yourself: (a) name; (b) what city or town you live in; (c) household; and (d) a few words about yourself.

2. What do you do in your free time?

    a. Do you consider physical activities to be relaxing?

3. What are some of the things that you do with your friends and family in your free time?

4. Do you use any public facilities or programs in your city/town? What do you use?

    a. If no - why not?

5. What steps, if any, do you take to stay healthy?

    a. Both through physical activity or food choices
    b. How do you decide what to eat at home?

6. Do you ever go out to eat restaurants or fast food restaurants?

    a. How do you decide what to eat away from home?

7. What do you consider to be healthy food?

    a. What healthy food choices are available to you (home and away)?

    b. What are the barriers to healthy food choices?

8. Why do you consume the food and drinks that you do?

    a. What informs your food choices?

    b. Whereas do you get information about food?

9. Are there changes that could be made in your community to help people make better food choices?

10. Describe some of the activities, tasks and other responsibilities, which you do around the house in a normal day?

WORKSHEET # 7: Logic framework matrix

Type of activity: Group work
Required tools: Matrix format and pencils

PROJECT DESCRIPTION		Readily available achievement indicator	Source and methods of verification	Assumptions
Overall goal	What is the impact that the campaign will produce in society?	Which are the most important indicators related to the overall goal?	What are the information sources for these indicators?	What are the external factors needed for sustainable long-term goals?
Purpose	What difference will be achieved with the campaign?	Which indicators simply explain the purpose of the campaign is achieved?	What are the sources of information that exist or can be collected? What are the methods required to acquire such information?	Which factors and conditions are needed to achieve the goal (external conditions)?
Outcomes	What are the clear predicted results for achievement of the goal?	What are the indicators that measure the extent the activities led to the expected results of the campaign?	What are the information sources for these indicators?	What external conditions need to be met to achieve timely results?
Activities	What are the main activities to be followed and how can the expected results be achieved?	Contributions: What are the con-tributions re-quired to carry out these activi-ties, e.g. staff, tools, supplies, etc.?	Cost: Cost of activities	What preconditions are needed before the activity start?

WORKSHEET # 8: Budget example

ID	Category	Unit	Quantity	Unit price	Total Amount
1.0	Personeli				
1.1				€ -	€ -
1.2				€ -	€ -
1.3				€ -	€ -
1.4				€ -	€ -
	Total amount for project staff				€ -
2.0	Direct project expenses				
2.1	Activity 1				
2.1.1				€ -	€ -
2.1.2				€ -	€ -
2.1.3				€ -	€ -
	Activity 1 Total				€ -
2.2	Activity 2				
2.2.1				€ -	€ -
2.2.2				€ -	€ -
2.2.3				€ -	€ -
	Activity 2 Total				€ -
2.3	Activity 3				
2.3.1				€ -	€ -
2.3.2				€ -	€ -
	Activity 3 Total				€ -

2.4	Activity 4				
2.4.1				€ -	€ -
2.4.2				€ -	€ -
2.4.3				€ -	€ -
	Activity 4 Total				€ -
2.5.	Audit	Fixed amount	1	€ -	€ -
2.6.	Evaluation	Fixed amount	1	€ -	€ -
	Total amount of direct project costs				
3.0	Operating Expenses				
3.1	Office rent				
3.2	Communication				
3.3	Transport				
3.4	Municipal utilities				
3.5	Bank payments				
	Total amount of oper-ating ex-penses				€ -
TOTAL PROJECT AMOUNT					€ -

WORKSHEET # 9: Advocacy action Plan

Type of activity: Group work
Subject: Draft the action plan for the identified case
Required tools: A4 paper and pencils
Objective: Capacity building of NGOs for drafting the advocacy action plan

Action/ Steps What will be done?	Responsible Who will do it?	**Time limit Day/Month**	Sources A. Available sources B. Necessary resources (financial, human, etc.)	Potential obstacles A. Which organizations/ individuals may resist B. How?	**Communications plan Who is included? What methods? How often?**
Step 1:			A. B.	A. B.	
Step 2:			A. B.	A. B.	
Step 3:			A. B.	A. B.	

WORKSHEET # 10: Sample of Indicator

Support

1. Family support—Family life provides high levels of love and support.
2. Positive family communication—Young person/child and her or his parent(s) commu nicate positively, and he/she is willing to seek advice and counsel from parents.
3. Other adult relationships—Young person/child receives support from adults other than his/her parents.
4. Caring neighbors—Young person/child enjoys support from neighbors.
5. Caring school climate—School provides a caring, encouraging environment.
6. Parent involvement in schooling—Parent(s) are in involved in helping young person/ child succeed in school.

Empowerment

1. Community values youth—Young person/child perceives that adults in the community value youth/children.
2. Youth/children as resources—Young people/children are included in decisions at home and in the community.
3. Service to others—Young person/child has opportunities to help others in the commu nity.
4. Safety—Young person/child feels safe at home, school, and the neighborhood.

Boundaries and expectations

1. Family boundaries—Family has clear rules and consequences and monitors person's/ child's whereabouts.
2. School boundaries—School provides clear rules and consequences.
3. Neighborhood boundaries—Neighbors take responsibility for monitoring young peo ple's/child's behavior.
4. Adults as examples - parents and other adults are role models of good behavior.
5. Positive peer influence—Young person's/child's best friends model responsible behav ior.
6. High expectations—Both parent(s) and teachers encourage the young person/child to do well.

Constructive use of time

1. Creative activities - young person/child spends three to four hours a week in lessons or exercises in music, theater or other arts.
2. Youth/children programs—Young person/child spends three or more hours per week in sports, clubs, or organization at school and/or in the community.
3. Religious community—Young person/child spends one or more hours per week in activities in a religious institution.
4. Time at home—Young person is out with friends "with nothing special to do" two or fewer days per week.