The European Union is made up of 27 Member States who have decided to gradually link together their know-how, resources and destinies. Together, during a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders.

The European Commission is the EU’s executive body.

HOW TO PLAN AND RUN ADVOCACY AND LOBBYING CAMPAIGN

ALTYO - Advocacy and Lobbying Training for Youth Organizations is a project implemented by Triagolnik with the partner organizations Forum MNE (Montenegro), PRONI Brcko (Bosnia and Herzegovina) and ERYICA (Luxemburg) to:

-empower youth CSOs in F.Y.R. of Macedonia, Montenegro and Bosnia and Herzegovina to effectively influence decision-making processes at national and regional level;

-establish cross-cutting policies that will ease the access to the labor market of vulnerable groups of youth.

The project is approved by the European Commission in the frame of the IPA 2009 – Civil Society Facility – Regional Programmes, under the “Support to Partnership Actions to Minorities/Vulnerable Groups Organisations.”

This project is funded by the European Union

A project implemented by Center for non-formal education Triagolnik and partners:
How to plan and run advocacy and lobbying campaign

Toolkit for civil society organizations

Regional project:
ALTYO - Advocacy and Lobbying Training for Youth Organizations, implemented by Triagolnik (F.Y.R of Macedonia) with the partner organizations Forum MNE (Montenegro), PRONI Brcko (Bosnia and Herzegovina), and ERYICA (Luxemburg)

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September, 2012
How to plan and run advocacy and lobbying campaign

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How to plan and run advocacy and lobbying campaign

About Center for non-formal education – Triagolnik

TRIAGOLNIK started to implement its model of work in F.Y.R of Macedonia in June 2002 and succeeded to maintain the sustainability of its key programmes such as community youth work, non-formal education on university level, youth participation and youth policy. 2010 was crucial year for the strategic development of TRIAGOLNIK. After a hard work and dedication to practicing, development and acknowledgement of youth work and non-formal education in Republic of Macedonia which is in the line with the EU accession frameworks, TRIAGOLNIK shifted its strategic determination towards becoming resource organization that offers consultant services for capacity building of the civil sector, local authorities, educational and public institutions.

The beginnings of TRIAGOLNIK were marked with the implementation of the university course in Leadership and Community Youth Work which have produced competent professionals able to work on the youth development and the community development. This followed with implementation of projects, trainings and workshops in the frameworks of which number of young people were recognized, included and inspired. Further on, we expanded our activities in the major urban and rural areas in our country where we developed the potentials, not only of youth, but of representatives from the civil sector, educational institutions and municipalities as well. We successfully built conditions for mutual partnerships and united efforts in the area of youth development among all social actors. In the same time Triagolnik was recognized as a resource by the relevant institutions in Macedonia and worked on building the capacities of the staff in Children’s home “11 Oktomvri”.

What made us different from the others is the application of a model of work that makes long-term changes in the recognition of the youth work and integration of the non-formal education as complementary to the formal. The transfer of the programme in Leadership and Community Youth Work from university course into bachelor degree studies is considered as our biggest accomplishment that will provide ongoing and standardized development of specialized educational profile that will use non-formal education while providing support to the youth development.

The inner positive energy for creating changes has motivated us to work constantly on the organizational development of the capacities as well. TRIAGOLNIK, today, have efficient and effective organizational structure, employees who believe in what they do and are prepared to give their best in every challenge. Our enthusiasm and the engaged effort, through all of these years, gave us opportunity to gain confidence and support from variety of strategic and financial partners, and to build stable and sustainable organizations that recognize potentials, build capacities and make changes.

In terms of the given trust by the various actors which enabled Triagolnik to share its knowledge and experience, it is important to mention Forum SYD and SIDA who have realized the capacities of Triagolnik and has actively used it to implement its programs in Kosovo as well, then Adoptionscentrum and British Council which supported capacity building of institutions in our country, and with that confirmed that it has internal quality and capacity that need to be used.

In regards to the support provided by the European Commission, through the IPA 2009 – Civil Society Facility – Regional Programmes, Triagolnik was able to intensively work with over 30 civil society organizations in the region, by which we think we set positive example for the practice of regional and national cooperation that is crucial for fulfilling the role of the civic sector in representing the voice of citizens and calling the responsibility of state, as one more element necessary for functioning in accordance with the values of European Union.
How to plan and run advocacy and lobbying campaign

About PRONI Center for Youth Development Brcko District BiH

PRONI Center for Youth Development Brcko District BiH is a non-government, non-profit and non-political organization founded with the purpose of organizing and implementing education in the field of social work with young people and with the objective of developing and promoting the voluntarism among the active citizens. PRONI Brcko is award winning organization that has 7 full time employees, 90 volunteers and over 2000 registered members.

In last thirteen years PRONI Brcko implemented hundreds of youth projects in total amount of 2,700,000.00 EUR. This was achieved with mayor support of Sida (Swedish international development agency), Brcko District government, Bijeljina municipality and other international and local donor institutions.

PRONI Center for Youth Development Brcko District BiH was formed in August 1998 now exists for 13 years and works directly in regions of Brčko district of BiH and Bijeljina municipality and it is active on BiH and European level trough partnership and networking with other youth NGOs.

Vision

PRONI Center for Youth Development has a vision that all young people have the ability to develop themselves and equal opportunity to contribute to a democratic and just society in which their needs are acknowledged and resolved. Activism, collaboration and understanding among people are an integral part of the democratic and just society.

Mission

PRONI Center for Youth Development is a nongovernmental, nonprofit, non-partisan youth organization founded in 1998 working on the development of a democratic society through:

- Protection and promotion of human rights,
- Youth work in the community,
- Social education,
- Peace-Building,
- Inter-sector cooperation,
- Support youth initiatives,
- Promoting EU integration.

PRONI Center is working on bridging the barriers that create differences within society. We work for individuals and groups in society that will have the benefit of the labor organization with a special focus on young people. We cooperate with all organizations in the NGO sector, institutions, government agencies at all levels within the state, funds and agencies outside of BiH that share the same goals and values as well as individuals who have intellectual and economic potential to support those ideas, goals and values that advocates and the organization. PRONI Center is implementing its peace work education and peace work methodology in the post-war areas where society expressed the need for social reconstruction. PRONI Center currently operates in North-Eastern Bosnia.

Advocacy and Lobbying trainings for youth organizations

ALTYO project is the first approved project from the EU

ALTYO - greatly contributed to PRONI with new experience and new learning about the EU projects, also with overcoming obstacles that we encountered for the first time.

ALTYO contributed to new cross-border cooperation between PRONI and Forum MNE and TRIAGOLNIK, but also include the national cooperation, with NGOs and with local and national government.

Several organizations from B&H through ALTYO project had the opportunity for the first time to get acquainted with the EU project, what they highly value.
About Forum MNE – Forum mladi i neformalna edukacija

Forum MNE is an organization working in Montenegro since 2002. towards the realization of its vision: ...A peaceful and just society with young active citizens contributing to its development... by providing support to the development of young people into conscious, responsible and active citizens and individuals. Forum MNE enables them to recognize, demand and realize their rights and contribute to development of a peaceful and just society.

We develop and realise programmes based on non-formal education, with a specific focus on community youth work and volunteerism, we promote children and youth rights, youth creativity and youth activism. We support development and implementation of youth policy as well as creation of the law related to youth issues in cooperation with all relevant stakeholders in the society. Forum MNE programmes are based on the principles and values of: non-discrimination, life-long learning, promoting and taking personal responsibility, pro-activity, respecting and valuing youth and active participation of youth in decision making processes.

In cooperation between Forum MNE, Faculty of Philosophy/Nikšić and School for Education and Communication/Jönköping, the elective studies on 'Leadership and CYW’ has been accredited by the Faculty of Philosophy and Ministry of Education and Science (MES). Tempus program is continuation of these activities and it envisaged introducing BA program in youth work. Currently the Faculty is working on development of MA program with a support of Forum MNE.

Forum MNE has excellent partnerships with governmental institutions, both on local and national level. Besides, Forum MNE is active member and has valuable benefits of participation in several international networks (Forum SYD Balkan network, ERYICA, FARE, Anna Lindh, EVS/Youth in Action). On national level, the organization is member of COF (Montenegrin youth forum), DOP (Corporate Social Responsibility), LGBT national movement, RECOM initiative etc. Forum MNE offered cooperation to some NGOs working in the youth field related to partnerships for EC programs.

Forum MNE is providing different interventions for capacity building of CSOs and institutions from Montenegro working with young people. The process of capacity building is referring to providing skills and knowledge on advocacy and lobbying on youth issues with great balance between theoretical inputs and providing step by step practice in planning and conducting actions on improving the provision of opportunities for these vulnerable groups.

Since this project had the aim to ensure that the capacities of the CSOs are strengthened, rather than the capacities of individuals working in these organizations, along with the education of CSO representatives, mentoring activities were provided for the organizations themselves. By increasing the capacity to use advocacy and lobbying we contributed to incensement of the quality of services done by these CSOs thus ensuring more professionally operating civil society. The education course strengthened CSO capacity for future representative activities: policy awareness, dissemination and analysis of sector relevant information, lobbying and advocacy. Due to the fact that in the country the types of interventions have changed from solving crises to actual developmental projects, the requests from the donors are for sustainable projects that show long-lasting results.
About European Youth Information and Counselling Agency (ERYICA)

Established in 1986 as an international non-governmental non-profit organisation, the European Youth Information and Counselling Agency (ERYICA) is a European "platform" organisation for national networks of "generalist" youth information centres and services which provide information and other services for young people. At present there are such networks in 25 European countries, composed of around 7,700 centres and points, which receive more than 20 million visits each year and where around 12,500 persons work as youth information workers.

ERYICA works to intensify European co-operation in the field of youth information work and services. It aims to develop, support and promote quality generalist youth information policy and practice at all levels, in order to meet the information needs of young people in Europe and to apply the principles of the European Youth Information Charter. The secretariat of the Agency is located in Luxembourg.

Since its creation the Agency has co-operated with the Youth Sector of the Council of Europe. It contributed to the elaboration of the Council's Recommendation (90) 7 concerning Information and Counselling for Young People in Europe.

ERYICA has also co-operated with the European Union in a number of projects, the last of which being the preparation of the "Youth on the Move Card Initiative" expert group. Many youth information centres that are affiliated to ERYICA in Europe are also members of the European Youth Card Association; moreover, ERYICA cooperates with the Eurodesk network and with the European Youth Forum.

Youth information work is now recognised as a part of youth policy in many countries, and ERYICA and its national partners are working on issues relating to minimum standards and quality measures. In 2004, the Agency has updated the European Youth Information Charter, a set of professional principles (originally adopted in 1993) that is widely accepted by those working in this field, and is signed by 41 governmental and non-governmental bodies.

Other activities of the Agency include:
- co-operation with other European youth networks (at national and European level)
- organisation of seminars and working-groups
- promoting youth information at the European level
- technical assistance missions in countries initiating youth information services.

This background links ERYICA to the ALTYO project that supports the three participating partner countries to effectively advocate for the recognition of youth information services, at the same time supporting representatives of youth organisations to enrich their skills. The Western Balkans are a priority area for the Agency that supports the creation and development of youth information services in the region, a commitment that is marked by several events in the region, such as the 19th General Assembly of ERYICA (Kotor, Montenegro), the 22nd General Assembly (Opatija, Croatia) and a seminar in Tivat and Kotor, Montenegro in 2008. Moreover, ERYICA celebrated the 25th anniversary of its foundation with a conference held in Opatija in 2011.

The organisation, through two experts of advocacy and lobbying as consultants, designed a training module on the subject, delivered it in all the three countries and provided consultations for participants. Parts of this training and our experience are published in this booklet. The feedback of trainings justified our efforts and we do hope that we could effectively contribute to the development of civil society in the target region of the project.
How to plan and run advocacy and lobbying campaign

**ALTYO – Advocacy and Lobbying Training for Youth Organizations**

Center for non-formal education - TRIAGOLNIK with the partner organizations Forum MNE (Montenegro), PRONI Brcko (Bosnia and Herzegovina) and ERYICA (Luxemburg), from January 2011, started with the implementation of the project ALTYO - Advocacy and Lobbying Training for Youth Organizations, approved by the European Commission in the frame of the IPA 2009 – Civil Society Facility – Regional Programmes, under the "Support to Partnership Actions to Minorities/Vulnerable Groups Organisations". The duration period of the project implementation is **22 months**.

The *purpose of this project* was to empower/build the capacities of local youth CSOs in F.Y.R of Macedonia, Montenegro, and Bosnia and Herzegovina in advocacy and lobbying in order to effectively influence local and national policies.

The *results* we were striving to achieve were:
1. Youth CSOs in the three countries have skills and knowledge to actively engage in decision-making processes at national level;
2. Increased knowledge/understanding of youth CSOs with regards to national/European laws and policies concerning youth;
3. Established contacts/networks between youth CSOs at national and regional level;
4. Advocacy actions on youth rights implemented in national partnership between youth CSOs;
5. Increased cross-border cooperation on promotion of youth rights;
6. Increased awareness among general public on relevant youth issues, especially with regards to marginalized groups.
7. Increased communication between public authorities and youth CSOs with regards to relevant youth policies.

In order to reach named results, the delivery of this course was foreseen as a crucial activity within the project. The course was planned as a long term course lasting throughout approximately nine months. The course was also including additional 4 months implementation of a practical assignment for practicing the gained skills and knowledge through realization of short projects – advocacy actions.

The course was planned in a manner that provided not only sufficient information for advocacy and lobbying but also created opportunity for reflection analysis and provoking changes in participants’ attitude towards their proactive behavior in own communities regarding issues relevant for their work. Since the CSOs are facing lack of understanding of the necessity of institutionalization of the changes they want to see happen, the course provided time and experience for utilization of the gained knowledge. Mainly this was be achieved through the realization of a practical assignment, an advocacy action/campaign.

The course was delivered in Former Yugoslav Republic of Macedonia, Bosnia and Herzegovina and Montenegro at the same time. The whole course was delivered in 6 teaching blocks – modules.

Within the ALTYO project 63 activists from 32 CSOs, from the region, were included in strengthening their capacity for practicing advocacy and lobbying in order to improve the employment opportunities for the young women, youth with handicap, young Roma and youth in rural areas in Former Yugoslav Republic of Macedonia, Montenegro and Bosnia and Herzegovina.
CONTENT OF THE COURSE

Module 1: Introduction to advocacy and lobbying

This module gave basic information and understanding of the concept of advocacy and lobbying particularly in the context of the dialog among the CSOs and the governmental sector. This module gave understanding of advocacy and lobbying as instruments that can be successfully used by CSOs in the process of making institutionalizes and legal changes in the local, national and even on regional level. Practical examples will be shared in regards to the European practices in advocacy and lobbying within the EU Institutions. The written assignment for this module will be to do reflection on the elaborated topics and possibly describe organizational experience in advocacy and lobbying (if any).

Module 2: Legal framework and research techniques

This module explored the local legal frameworks concerning youth issues in regards to employment in order to understand local conditions and plan advocacy actions accordingly. Further on it provided knowledge on research techniques and developing skills for conducting research analysis. This aspect of the module was very important because it represented the starting point for initiation of the advocacy and lobbying actions. The written assignment for this module was to produce report on analysis of relevant legislations or strategies in the area of youth and employment referring specifically to the vulnerable youth groups. In order to produce the report participants needed to perform a desk research on the particular youth issue and run 2 interviews and 1 focus group with relevant authorities. The assignments were done in teams.

Module 3: Partnership development

This module aimed towards increasing the understanding of what partnership is and how to strive for genuine long term partnerships while working within communities. The module was also planned to serve as a starting point for new partnerships not only on national but also on regional level. Therefore this module was delivered in a form of a residential. The concept of residential was consisted of mixing all three groups of participants who are attending the course in the three countries, and creating new three groups with representatives from all countries. The written assignment for this module was to produce a written document by the team members that will implement together the advocacy actions on the goals and purposes of their partnership, what they want to achieve and ground rule or code of conduct.

Module 4: Management of advocacy actions

The fourth module was striving for providing practice for preparation of specific advocacy actions which were later delivered as practical placement of this course. Throughout the module the focus was put on preparation process for their practical work – advocacy action which will be done in teams of representatives of approximately 3 organizations. The aims of these actions had to focus on and strive towards reducing unemployment of these target groups. The written assignment for this module was to be written project proposal for the advocacy action where all elements should be included. The written assignment was done in the teams for the practical placement.

Module 5: Policy paper writing

The fifth module referred to preparation of a policy paper as one of the key points for achieving institutionalization of the changes we strive to see in our communities. The policy
How to plan and run advocacy and lobbying campaign

Paper knowledge developed on this module was connected with the planned project proposals from module 4. The module was dedicated to achieve not only participants’ skill development in writing policy papers but also to put specific focus on quality analysis of the positive and negative aspects of their proposals and to made them able to write a comprehensive and clear recommendations.
The written assignment of this module was the participants to write a comprehensive policy paper related to their planned advocacy action for the purposes of the practical work. The written assignment was done in teams for practical placement.

Module 6: Public relations and social marketing

The sixth module of this course was dedicated to the topic Public relations & social marketing including the media. This module provided one more key point while organizing advocacy actions which was the communication with the public. The module strived for higher understanding on the PR relations and the benefits of proper media use during advocacy actions. The module content focused on understanding the use of social marketing and accordingly having the skills to create a message that will reach the aims concerning the chosen target group or the audience.
The written assignment for this module was the participants to create marketing plan for the advocacy action as planned for the practical placement. The written assignment was done in teams for practical placement.

Practical placements
After the successful implementation of modules the participants were given an opportunity to implement their planned practical placement for the course in form of advocacy actions. The practical placements were implemented in teams. Overall in all three countries there was implemented 1 advocacy action per 1 vulnerable group (youth with handicap, youth from rural areas, young women, youth without parents and young Roma). The effects from these advocacy actions did not only remain regarding these vulnerable youth, but also stressed the lack of adequate policies or body of law for young people in these 3 countries in general. Through the realization of these actions we have increased the understanding of the use of these tools by the CSOs and initiated practicing a sustainable approach towards achieving societal changes with the use of the advocacy and lobbying as mechanisms. This will increase CSOs' capacities and through achieving some societal changes, their overall image and position in the communities they are active in will gradually start to change. In the long run, CSOs will be recognized as relevant representatives of the young people in the society and as key actors in the decision making processes on national level.

METHODOLOGY

All modules were delivered through non-formal methodology where a balance between theory and practice was achieved. The Course recognized that there are a number of ways in which people learn. The Course reflected some of these ways and included: individual work, small group work, practical work, recordings, written assignments, self assessment, role plays, literature reviews, tutorials, discussions, exercises, activities, simulation games, energizers, observations. The main approach in the course modules was the experiential learning. With such approach, the courses were taught using the experience of the participants and of the tutors in an exploratory manner to look at skills, attitudes and the acquisition of knowledge. Similarly practice was explored to extract learning and improve skills and intervention. Aside of the module lectures and practical work, each participant received individual support sessions after each delivered module in order to receive additional support or use time for consulting on relevant matters from the course. During the delivery of the practical placement of the course, group mentoring sessions were also provided for further support and motivation.
What is advocacy and lobbying in civil society

By the general definition of the term, advocacy is a political process by an individual or a large group that normally aims to influence public policy and resource allocation decisions within political, economic, and social systems and institutions. It may be motivated from moral, ethical or faith principles or simply to protect an asset of interest. Advocacy can include many activities that a person or organisation undertakes including media campaigns, public speaking or commissioning and publishing a research or poll.

Lobbying is a form of advocacy where a direct approach is made to legislators on an issue which plays a significant role in modern politics. We comprehend the nature and purpose of advocacy and lobbying activities as a crucial aspect of involvement of the non-profit/civil sector in the decision making processes on societal level.

Advocacy and lobbying in civil society

The above described terms may need some adjustment to better fit the sphere of civil society, as well as civil society representatives need to possess in-depth information to succeed in their advocacy or lobbying actions. This chapter gives a general overview of the above concepts from a field-specific point of view. Through the next pages we will provide some information that civil society representatives need to know before designing and carrying out effective advocacy and lobbying actions, as well as we intend to create a base of fundamental skills in advocacy and lobbying that can be further developed through practice and experience.

Communication models

It is important to distinguish between different types of communication models (or campaigns) in order to set the strategy of a campaign. Below you find a table bringing out the main features of three different types of communication models; Information/educational campaigning, Public Relations as well as Advocacy.

It is common for Civil Society Organizations to mix information/educational campaigning and advocacy campaigning with the result that neither of the target groups are properly addressed with the communication channels developed. At the same time many campaigns have both elements in them, but this should be strategically chosen and the target groups, messages and communication channels should be chosen accordingly.

In particular we can see in the table that the objective of advocacy stands out; it has as aim to change policies. For a successful advocacy campaign to be run it is hence important that the message of the campaign clearly includes a concrete suggestion for such change of policy. It also means that the main target group has to be the ones that can affect such change, i.e. policy makers and public institutions.
How to plan and run advocacy and lobbying campaign

<table>
<thead>
<tr>
<th>Type Communication</th>
<th>Objectives</th>
<th>Target audience</th>
<th>Strategies</th>
</tr>
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</table>
| Advocacy           | Change policies and their implementation | Policy makers and public institutions | Public events  
|                    |            |                | Meetings with target audience |
| Information/Education Communication | Change behavior of individuals | Individuals | Media  
|                    |            |                | Educational tools  
|                    |            |                | Mass communication |
| Public Relations   | Increase sales/popularity | Consumers | Advertisement  
|                    |            |                | Public events |

**Steps of advocacy**

To formulate an efficient advocacy plan it is important to go through several steps of analysis and strategic planning. These steps should be taken in a special order in order to point the advocacy campaign right, as a different goal requires a different audience, a different audience a different message etc. Here follows a brief overview to each step of the process.

1. **Issue**
   - **Defining the problem that requires a policy action.** Importantly we are here defining a broader field, where we want change, such as youth unemployment, gender equality etc.

   As you will be the messenger it is important that you have experience in this issue and like this gives an increased legitimacy to the message. If not it might be a good idea to bring in a partner to the campaign with experience in the field.

2. **Goal and objectives**
   - **Defining the goal: the general goal you are striving to achieve.**
     This is a general goal such as a decrease in school dropouts or improved employment conditions.

   **Objective (s): the concrete steps that contributes to the goal.**
   The objective(s) of a advocacy campaign typically touch on concrete policy measures or on how policy is implemented. It has to be something concrete to ask for where the receiver of your message will be able to say "yes, we can do this". When defining the objective you can ask yourselves "are we asking for a concrete change?", "are we suggesting a possible solution?" and "Is it possible to implement this?" Important is that the objective(s) are SMART: specific, measurable, realistic, time-bound)

   Several objectives can be set, each one to be achieved by a specific advocacy plan involving the following steps. It is important that those objectives fit in under the same message as well as contribute to the same goal.

   (Read more about setting objectives after this section.)
### 3. Target Audience

**Defining the policy makers you are addressing.**
Very often there are several target audiences, making it important to limit the number of audiences targeted as much as possible, again to be SMART. It is also possible to prioritize among the targeted audiences in order to focus the campaign right. For example often the beneficiaries will be targeted with information campaigning inside the advocacy campaign even if the focus of a advocacy campaign would be the decision makers.

### 4. Message Development

**Tailoring efficient messages to different audiences.**
Important is that the message is not a slogan or a PR tool but a clear description of what you want to achieved through the advocacy; in particular formulating a solution you propose to the decision makers and describing the actions that need to be taken.

When developing the message it is important to consider how it will be received by the audience. For example a positive solution, something a politician can support and gain popularity by supporting, is often more efficient then a negative message that simply criticizes something.

Successful advocacy can show the audience how they would benefit from the proposed solution. While formulating the message it is therefore important to analyze how each of the target audiences can benefit, and consequently adapt the message to each audience. Often economical arguments as well as re-election motivation are important factors to affect politicians. For example “Establishing a youth centre will decrease youth crime as well as school dropouts”.

### 5. Channels of Communication

**Developing the tools used to deliver the message.**
Typically a variety of tools will be used such as promotion materials, presswork, meetings, conferences, demand letters etc.

Whereas the previous steps will probably only be done in a initial stage this step will continue continuous throughout the campaign as opportunities arise and conditions change.

When planning the channels of communication or activities of the campaign it is important to realistically assess the available human and financial resources of the organization. Many advocacy actions do not involve much financial resources and it is possible to implement a zero budget advocacy campaign successfully if focusing the available human resources right and where they are most efficiently used. It might be useful to conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of the organization as a advocacy campaigner in order to optimize the campaign.

As the channels of communication are identified it is important to draw up an action plan including all timelines as well as deadlines for the different activities that are to be implemented inside the campaign. Activities might depend on each other and there has to be a realistic timeline. Here also the length of the campaign should be considered. Preferably an advocacy campaign should not be longer then 6-12 months as it then loses its momentum.

In the action plan activities can also be matched up with political or symbolic events that can give the message increase strength. For example making the activity coincide with the “The day of Youth”, the signing of a bill or declaration in parliament or the like will increase the communication potential of the activity.
How to plan and run advocacy and lobbying campaign

**Example of One-day action**

A good example of symbolism in advocacy is a one-day action about free travel and work in front of the EU Council building in Brussels (and simultaneously in 25 European cities).

![Image](image.png)

The action drew a parallel between visa and physical barriers of mobility and used the very widely known symbol of the Berlin Wall. Constructing a ‘visa-wall’ provided good physical visibility, a well recognisable meaning based on the Berlin parallel and generated support out of the general judgement of the Wall. To top it off with a good momentum, the action was carried out on 9 November, the day of the opening of the borders between East and West Germany.

**6. Building support**

Building alliances with other groups, organizations or individuals that are supporting the same issue.

Try to identify all groups and structures that would benefit from your advocacy goal. The more structures that stand behind the demand the greater legitimacy it will have and the more opportunities for advocacy will be created.

There are different ways to include the potential partners. For example;

- Inform the structures about your advocacy campaign and invite them to engage themselves in the same issue
- Invite the structures to become partners to your campaign. This can be done either as “equal partners” in defining and implementing the campaign or as partners that support your campaign without taking own action.
- Formulate a demand letter or a joint article and have it signed by several structures to show the broad support for the issue. Especially it is effectual to involve youth wings of all political partners.
- Get academics or expert to speak on your behalf or support your campaign.

**7. Fundraising**

Identifying and securing financial, human or in kind support for the advocacy campaign.

In particular it can be useful to ask for support in terms of printing material by companies, institutions or the like that support/benefit of the issue.
8. Implementation

Carrying out the planned activities to achieve the advocacy objective.

Implementation of a advocacy plan is never static and always have to adapt to political developments and opportunities that arises to communicate the issue.

It is important to integrate the campaign in as many of the organizations activities as possible to increase the visibility as well as increase the identification of the campaign together with the organization. For example the message of the campaign can be added to just about any public appearance of the organization in order to spread the message.

Throughout each step of the advocacy campaign the following measures will be undertaken:

> **Data collection**

Gathering, analyzing and using relevant information to strengthen your advocacy campaign

> **Monitoring and evaluation**

**Monitoring:** gathering information about your advocacy campaign to measure progress

**Evaluation:** gathering and analyzing information to determine if the advocacy objectives have been achieved

It is also possible to go back some steps and start anew when for example realizing that a specific strategy is not feasible according to available resources or by identifying some of the opportunities that arise. Whereas the message of an advocacy campaign should not change it might be possible to go back and reformulate, or add a further objective, as a certain opportunity arises.

**Setting an advocacy objective**

The following checklist helps advocacy groups develop and choose sound objectives for policy change:

- Is there any data (proved) to illustrate that the objective will improve the situation?
- Is the objective achievable?
- Will it be supported by other civil society organizations?
- Will the objective gain the support of many people?
- Do people care about the objective strong enough to take the action?
- Will you be able to raise resources/money to support your work on the objective?
- Can you clearly identify the target decision makers?
- What are their positions or names?
- Is the objective easy to understand?
- Does the advocacy objective have a clear time frame? Is it realistic?
- Do you have the necessary alliances with key individuals or organizations to reach your advocacy objective?
- How will the objective help build alliances with other NGOs, leaders, or stakeholders?
- Will working on the advocacy objective provide people with opportunities to learn about and become involved with the decision-making process?
A good example of setting a specific objective is the ‘Who is your candidate?’ campaign of the Union of European Federalists (UEF) and the Young European Federalists (JEF) prior to the European Parliamentary elections in 2009. The campaign urged European political parties to nominate a candidate for the post of European Commission President that the Council would have to appoint if that party wins the election, as opposed to current practice.

Having defined this very specific objective, the organisations could focus on creative actions to reach it and define target persons and ideal momentum. As a result, activists asked the question at parties’ campaign events, sent faxes to party headquarters or entered congresses to place a sheet of paper on the chairs during the coffee-break stating “New point on the agenda: Election of candidate for the President of the European Commission”, reaching their target group very precisely and memorably.

**Tools of advocacy**

When planning the tools to use for the advocacy campaigning, first the target audience has to be considered. There are a number of different tools and below is a quick overview of those that can be employed in an advocacy campaign.

**Online tools**

- Campaign webpage
- Petition pages
- Social media
- Blogs/webzines/online media

**Meetings**

- Meetings organized with decision makers
- Meetings/roundtable discussions with stakeholders
- Attendance and interventions in meetings organized by others
- Indirect; Inviting decision makers to something else such as a opening, then hand over a demand letter or bring up the demand

**Writings**

- Open demand letters, possibly signed by several partners
- Emails, letters directed to the target audience with questions or input
- Debate articles

**Public actions**

- Creative public actions aiming at catching attention
- Demonstrations
- Street art such as street theatre, painting etc
- Festivals with a theme
- Public signs such as banners etc
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Create messengers

Mobilize public figures as patrons or supporters of the campaign
Involve researchers/experts to talk on your behalf
Involve beneficiaries to act give testimonials

Collect support

Petitions to gather support
Street referenda to take the pulse of public opinions

Visibility tools

Use printed materials such as flyers
Put up banners with the message in strategic places
Put up exhibitions in public places concerning the issue

Usually a mix of tools is used, each with a specific target audience. It is more efficient to use several tools which are specifically designed for a specific target group then to design all tools to be somewhat attractive to several target audiences. It is also important to consider which the more efficient tools are, considering monetary and human resources. For example a few indirect advocacy meetings with the right decision makers will have a stronger political output then a large online campaigns or a festival, which will mainly target the general public. At the same time it is good to be able to tell decision makers that you have collected 10 000 signatures or Facebook members to show the general interest in the issue. In sum; try to find a good balance and always include tools that reach decision makers directly.

Effective Advocacy

Among so many promoters of so many different goals, advocacy actions need to be well-targeted, effective and easy to remember. To ensure the competitive advantage of your campaign, creativity is very much needed. Below you find a few questions to consider and to brainstorm so as to come up with a recognisable advocacy action.

Ideas for brainstorming:

- Who are examples of famous people who could support you in public?
- In what ways can you do an advocacy campaign on Facebook? (Give examples)
- "We demand more than youth participation!" How can you symbolise this in front of a government building?
- We demand non-discrimination in education. What do we fax to the Ministry of Education to demand this?
- There are elections next month and you need more funding for your activities. How do you pressure the government?
- You want to collect signatures for a petition. Where do you go?
- You need to speak to the Minister of Education. Where do you meet him/her?
- You are at a party congress and you have only pen and paper. How do you voice your demand?
- You get a meeting with a minister. How do you make him/her remember you?
- How do you get in the media? Use creative ways.
Networking and alliances
Another way of making your advocacy and lobbying actions more effective is to cooperate and join forces. How does networking work in advocacy?

Definitions:
Networking is a process of developing and maintaining quality relationships in order to empower you to reach your goals.
Alliance is an agreement of two or more parties in order to achieve common goals and secure interest.

Why network?
Networking provides multiple directions to go with your action. More partners also mean a bigger platform of interest and means more possible sources to cover costs. As members of a network are necessarily somewhat different, even if they work for the same aims, they evoke the more possibilities. Not only costs but responsibilities, contact lists, information and knowledge can be shared. Members of a network can provide mutual visibility for each other and the common goal as well. Last but not least, the simple existence of a network emphasizes the importance of the target.

Having allies and acting together multiplies the impact of the action. For example, the Young European Federalists covered the mouth of public statues in the frame of their 'Belarus Action' following the last presidential elections in Belarus, stating 'give a voice to the citizens of Belarus!' The action intended to raise public attention about controversies in the country and matches all above discussed criteria of a successful advocacy action: simple but original, raises interest, carried out in a good momentum, not complicated to realise, easy to remember, uses easy-to-understand symbolism, interesting for the media - just to mention a few. However, the fact that members of the network carried out the same action at the same time in 125(!) cities worldwide, meant a tremendous multiplier effect for its impact.

When considering the benefits of networking, we have to notice that this strengthening effect is mutual: not only an action carried out in partnership has bigger impact but also the network and its members, realising a joint effort, raise their own recognition.

How to build a network?
- Get informed about relevant possibilities. Something that seems unrealistic or irrelevant at first can provide the much needed distinctive character.
- Answer the following questions about each possible stakeholder:
  o Which partners do we involve?
  o What is their influence?
  o When do they need to be involved? At what stage of the action?
- Contact the possible partners. To seem professional, you can consider using some techniques mentioned above.
- Be attractive and show your strengths.
- Raise the interest of the possible partner to get their attention and cooperation.
- Keep your contact and pay attention to good communication methods.
- Find out their opinions, ideas, possibilities and resources, and take these into account when formulating your message.
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**Different forms of networks:**
- professional (umbrellas, unions, etc)
- interest based (education, environment, international cooperation, etc)
- communal, local, regional, national, international
- fundraising networks (gathered around donors or funding programmes)
- virtual networks (mailing lists, social networks, forums, etc)
- professional and social events (trainings, seminars, conferences, receptions, parties, etc)
- professional and individual (colleagues vs. friends)

**How to start building an alliance?**
- First of all, you need to identify common interest that serves as a leitmotif for the selection of parties.
- Identify the common resources and possibilities.
- Prepare an action plan.
- Implement it.
- Ensure follow up.

**Recommended literature:**
- Advocacy: Building Skills for NGO Leaders (The CEDPA Training Manual Series, Volume IX. www.cedpa.org)
- Information Right Now! Campaign Toolkit - International campaign on youth’s right to information (ERYICA, 2012)

Author: Åsa Gunvén
Edited by Imre Simon
ADVOCACY CAMPAIGNS IN F.Y.R OF MACEDONIA
How to plan and run advocacy and lobbying campaign

“Employment for all”

“Employment for all” is an advocacy campaign organized by Open the windows, with their representatives Margarita Gulevska, Magdalena Dimkova and Radmila Stojkovska Aleksova; Polioplus, with their representative Maja Kojceva, and Alliance of students and youth with handicap, with their representatives Daniela Stojanovska and Suzana Najdoska, aiming to complement the National action plan for employment with proposed changes and supplements that refer to the youth with handicap.

Context

Securing the economical independency is one of the most important matters for every adult individual; it provides accomplishments of the human freedoms and needs, self-realization, gaining self-confidence and personal development. The right to work in all of the developed countries represents one of the elementary human rights that do not exclude people with handicap. The issue of employment of the youth with handicap in our country is stated in the lower parts of the state agenda. One of the documents that address this issue is the National action plan for employment 2011-2013, produced by the Ministry of labour and social policies in 2011. Its directions and measures refer to all of the citizens, but it does not contain precise mechanisms for facilitating the process of employment for the people with handicap. Taking this document into consideration, as one of the important tools for initiating employment among the youth, the upper mentioned 3 organizations have decided to work on creation of alterations and supplements that will enforce implementation of mechanisms that will ensure easier employment among the youth with handicap in the open labour market. In order to accomplish this result, the organizations have decided to organize a campaign under the motto “Employment for all” with the aims:

- to increase the awareness of the youth with handicap for the benefits of the employment
- to complement the National action plan for employment with proposed changes and supplements that refer to the youth with handicap

Interventions undertaken and results achieved

In order to accomplish the aim of the campaign, one of the first activities done by the organizations was to initiate meetings with the relevant authorities, Ministry for labour and social policies, in order to form a working group for producing a document, proposal for alteration and supplementing of the National action plan for employment 2011-2013. As a result, a working group was made consisted out of representatives from the three partner organizations and representatives from the Labor sector in the Ministry for labour and social policies. During the campaign there were made 6 working meetings for the creation of the recommendations. At the end, the produced proposal along with the official request for adopting it was sent to the Labor sector, responsible for alteration of the National action plan for employment.

Short summary of the proposed alteration and supplements of the National action plan for employment:

The alterations and supplements of the National action plan were made in the aspects of specifying concrete mechanisms that will ease the access of information and the use of the employment and self-employment measures by the people with handicap. In the framework of the Direction 6: Making the business climate better and strengthening the competitiveness, there were proposed supplements for inclusion of the protective companies that are employing people with handicap in the specific measures/projects.
Also, in order for the needed information about starting and managing businesses to be received by the people with handicaps, there were recommendations in the Information centers, for securing the information for getting license and fulfilling the legislative obligations needed for accomplishing of each right, to be added use of at least 1 computer with installed reader for people with impaired sight vision and other people with handicap. In addition, for the purpose of having access to the information about business development, there was recommendation the Info desk’s to be set in physically available places for the people with handicap and all of the informative materials to be available in audio and video formats or Braille writing system, to be comprehensible for people with impaired sight vision and hearing, light intellectual handicap, dyslexia etc.

In the framework of the Direction 7: Increasing the participation on the labor market and decreasing the structural unemployment, there were made recommendations for adding the people with handicap as a specific group in every measure/project so it can be taken all the needed action to be secured the inclusion of this marginalized group.

In the framework of Direction 9, Improvement of the education and the training system on all levels and increasing of the participation of the education in the area of the tertiary education, the recommendations were made in the aspect of renewing the equipment and facilities in the universities and the scientific institutions in accordance with the need of the people with handicap; and in the aspect of creating suitable physical access to the high schools and suitable sanitarian facilities. In addition, recommendations were made in the aspect of adding suitable tools for transferring the knowledge to the people with handicap in the framework of modernization of the educational training system.

In the framework of the Direction 10: Improvement of the social inclusion and fight against poverty, there were recommendations, in the specific measures/projects, to be put an accent to the people with handicap so it can be taken all the needed actions for their inclusion.

"I am already 10 years included in the civil sector, and yet this ALTYO course provided us with useful new information, as an upgrade of the already gained knowledge and affirmation that this knowledge is adequately used and directed. Taking into consideration that our organization works with young people with handicap for which it is necessary to create conditions for an equal and dignified life, campaigns are constantly needed as well as creation of strong lobby groups. With the advocacy campaign we were aiming to complement the National action plan for employment with proposed changes and supplements that refer to the youth with handicap. We are more than satisfied with the results of the campaign. We have achieved to receive confirmation letter from the Ministry of labour and social policies that our recommendations will be taken into consideration in the process of revision of the
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National action plan for employment in 2013.” - Daniela Stojanovska Dzingovska, president of the Alliance of students and youth with handicap

In the aspects of organizing promotional events, on the 13th of July, at the hotel Continental, it was held press conference for the promotion of the results achieved as a result of the undertaken advocacy and lobbying actions. In the presence of 40 representatives from the civic sector, youth with handicap and their parents, and the media it was presented the consent from the Ministry for labour and social policies which assures that the proposed alterations and supplements of the National action plan for employment 2011-2013, produced by these three organizations in a collaboration with the Labour Sector, will be taken into consideration when producing the new National action plan for employment.

All of the present guests supported this initiative and the work done by the organizations. They are hoping that the proposed changes will be also put into action, from paper into the field, for the benefits of the youth with handicap. During this event, it was also promoted the brochure, made by the organizations, on Macedonian and Albanian language, that contains the proposed recommendations for altering/supplementing the National action plan.

In regards to the media relations and securing the media coverage of the advocacy and lobbying actions, from the beginning till the end of the campaign, the organizations were in a constant communication with the media. They were guests in the morning shows at the national televisions Alfa, Sitel, Kanal 5; and on the morning show at the national radio Macedonian radio. In addition, their press-conference was broadcasted on the news on the national televisions Telma and Sitel. In terms of newspapers, text about their campaign was produced in the Daily news, Denesen. In terms of the web portals, there were published texts for their campaign activities on the following portals: Idividi, Libertas, Bez pardon, Sakam znam mozam and Defektologija. In addition, the organizations have been constantly publishing news and photos on the official facebook profiles of their organizations.

“Open the windows” is the only association of citizens in our country that operates for support and promotion of the accessible informatics technology for people with handicap. On one sides, it offers services to people with different types of handicap: intellectual, physical, combined and with sensor damages. On the other side, it implements projects for promotion of the assistive informatics technology in the society areas.

“Alliance of students and youth with handicap” is the only association of citizens in our country that works exclusively on promotion of the inclusive forth and five degree education to the pupils and students with different type and degree of handicap. One side, it offers different services to pupils and students with physical handicap, impaired hearing and sight. On the other side, it implements projects for promotion of the inclusive forth and five degree education in all of the society layers.

“Polioplus” is association of citizens of people with and without handicap that works on the essential connection and entire accomplishment of the basic human rights and freedoms of the people with handicap. Our mission is to strengthen the self-confidence of the people with handicap and to create a society with equal opportunities for all. We accomplish our mission trough advocacy and lobbying for improvement of the legislatives, education, employment and independent life of the people with handicap; raising the awareness of the public. “Poliplus does not travel alone”
**“Free education for people coming from smaller ethnic communities”**

Free education for people coming from smaller ethnic communities, is an advocacy campaign organized by Roma Democratic Development Association "Sonce" Tetovo, represented by Aleksandra Dimovska, and Association of citizens “Irhom Topaana” Skopje, represented by Esel Musli and Silvana Matilovska, aiming to provoke changes in the Law on obligatory secondary education, by introducing an article which will provide free part-time secondary education for members of smaller ethnic communities.

**Context**

The idea for this project comes from the need of having well educated people, especially vocationally educated people. Throughout the past years, the low level of awareness, low social position, culture and traditions, was some of the reasons why many people from the smaller ethnic communities dropped out from school very early on, even in elementary school.

The organizations leading this campaign strongly believe in the capacities and skills of these people. That is why they start making efforts to introduce them back into the educational system, so that they can become official artisans, and thus increase the chance of their competitiveness on the labor market and employment in the public or private sector. Yet, education is not free, students need books, extra materials, they have travel expenses. Also, to enroll part-time secondary school, students need to pay a substantial sum of money, money that these group of people don’t have. Therefore the aim of the campaign run by the organizations was:

- to provoke changes in the Law on Obligatory Secondary Education, by introducing an article which will provide free part-time secondary education for members of smaller ethnic communities

**Interventions undertaken and results achieved**

The campaign activities were implemented into three major phases.

In the first phase the organizations held workshops with the youth who haven’t started or finished their secondary school in Tetovo and Skopje, so they can together locate the key problems and create mutual initiative for alteration of this issue, narrowed toward the relevant institutions. The attendees showed great interest in participating especially because they are facing with inability to find decent jobs, or any kind of job for that matter; and to fit into society as well. These young people are interested in acquiring the diploma, but they were not able to start and finish the school because of under-aged marriages and because of financial reasons. This is something that must be done on a national level, i.e. this “lost generation”, as they refer to themselves, should finally acquire high school diploma, and finally be competent on the labor market.

In the second phase the organizations held meetings with the relevant institutions to introduce them to the identified issue and initiate collaboration for making positive changes. In Skopje, the representatives from Sonce and Irhom Topaana and the volunteers had a meeting with two representatives from the institutions: Mr. Recep Ali Cupi from the Ministry of education and Mrs. Mabera Kamberi from the Ministry of labour and social policies during which there were presented the previously discussed problems that the specified group are facing with. The representatives stated that awareness must be raised among members of smaller ethic communities on the importance of education. They also confirmed that an effort
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should be made to decrease the number of under aged marriages and gender discrimination and to teach them more about financial management.

Whereas, in Tetovo, the conclusions brought up from the workshops, was presented to representatives of the Tetovo municipality, at a meeting with Miss Daniela Kochoska which is an advisor/inspector for education and to Mr. Jashar Kasami, also an inspector for education. Both of them agreed that it’s high time to find a solution to the problem of this group of people. They both concluded that the cooperation between civil society organizations that have the relevant information and work directly with the beneficiaries, and the institutions, which have the power to make that change, must be increased when it comes to this issue.

In the third stage, the organizations organized a panel discussion for putting the issue on the agenda. The panel discussion took place on 21st July, at the “Stone Bridge” Hotel in Skopje. The goal of the panel discussion was to bring together representatives from the institutions who have the power to make the changes and representatives from the smaller ethnic communities, who share the problems their communities face with. In terms of the representatives from the institutions, in the discussion participated Mr. Redjep Ali Chupi, representative from the Ministry of Education, Department for development and improvement of the languages of the ethnic communities, Mr. Saip Zendeli, the director of the Secondary school “Cvetan Dimov” and Mr. Jashar Kasami, inspector at the state education inspectorate. In terms of the representatives of the smaller ethnic communities, in the discussion it participated Mr. Senko Smailovic, advisor at municipality Butel, who spoke about the importance of education among the Bosnian population (especially among young Bosnian girls, who according to tradition are pulled out of school early on); Mrs. Suzan Musli, executive director of the organization “Derja”, who spoke of the importance of education among Turkish population (also spoke about how some parents are pulling their children out of school early on to help them in their family businesses, and the girls to serve to traditions, which obviously must be changed), Mr. Ferdi Ismaili, executive director of “Sonce”, who spoke of the importance of education among the Roma population and shared the same concerns as the rest of the speakers.

The panel discussion ended it very successfully. Mr. Chupi, from the Ministry of education, stated that he is going to include this issue, the issue of people who haven’t finished secondary school and don’t have the means to do that, into the agenda of the council at the
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Ministry Of Education, and encouraged the organizations to collect data of people who haven’t finished secondary school and have it sent to them, since the Ministry has been interested for a long time to put closure on this problem. He stated that the recommendations of the panel discussion and the data base might just be the incentive that the Ministry needed. In addition, the director of the secondary school “Cvetan Dimov” towards the end of the discussion pointed out that he is personally going to make sure that in the following school year two people who haven’t finished secondary school will have an opportunity to be trained and get a diploma in the school he operates (according to a project model that was implemented in municipality Arachinovo). This, he stated, should serve as an incentive to other schools and government institutions to finally include these people in the education system. The panel discussion brought the following recommendations:

- more attention should be paid to education, less to mechanisms of sanctions
- efforts must be done so that this issue is not treated on a project level, but on an institutional level
- constant work meetings should be organized with the relevant institutions for solving this issue; the collaboration between the civil sector and the institutions must continue; changes should be demanded, the civil sector and the institutions must not stagnate.

“This campaign was much needed, because these people are marginalized and stigmatized. They must be introduced again into the educational system. Our assessment is that the campaign was very successful. We put forth an issue that has been neglected for a long time now. With the workshops we succeeded to collect data of the people about what challenges and obstacles they faced. The representatives from the institutions were very interested about putting this issue in their agendas and were very positive for further cooperation with the civic sector” - Aleksandra Dimovska, representative from the Roma Democratic Development Association - Sonce, Tetovo

In regards to the media relations, the organizations participated on several TV stations. They have participated on the morning show on Alfa TV. In addition, the panel discussion was covered by the television 24Vesti. In terms of radios, they were guest on the Macedonian and the Turkish radio. In addition, they published the advocacy and lobbying activities continuously on the facebook profile made for this matter. In the framework of this campaign they have also created promotional flayers containing the issue they are tackling with the campaign and the demand requested from the relevant institutions.

Association of citizens “Irhom Topaana” – their main aim is to promote the education of Roma children and their easier integration in the society. Education is one of the most important mechanisms for realization of the individual’s rights. Education should be available for everyone on equal terms regardless their ethnicity and gender. As civil society organization which works more than 10 years on the project “Side By Side”, our purpose is to help Roma children who are discriminated. We are helping them by promoting the education and supporting them to integrate into the society. Thought the project till now were involved more than 1000 children which continued their future education.

Association for democratic development of Roma people SONCE: Sonce is formed in 1996 as a non formal group for self help to the roma community in Tetovo. One year later, in the summer 1997 Sonce was visited by representatives of Roma Participation Program - RPP, Open Society Institute -OSI . They suggested that SONCE should be formally registered as an organization so they can contribute to their activities. This was done and till now we are function as Center for Roma population in Tetovo. Vision: Sonce is established organization on international and national level which actively contributes to civil integration and equal practice of democratic rights and opportunities for Roma. Mission: Sonce contributes to democratic integration and effective participation of roma’s community in the society through capacity building, direct support and advocacy for the Romas.
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“What now? What then?”

“What now? What then?” is an advocacy and lobbying campaign organized by SOS Children village Macedonia, with their representatives Aleksandra Ivanovski and Violeta Georgievska; Intercultural, with their representative Zoran Velkovski, and Protection of children rights, with their representatives Irena Velkoska and Vasilka Petrova, aiming to supplement the legislative in order to be facilitated the process of employment, internships and easier access to information for excluded youth in social risk.

Context

The analysis of the status of the children and youngsters without adequate parental care and the conditions for their employment shows that the youngsters need all the support from the relevant providers in their way on becoming independent members of our society. Statistics shows that the rate of unemployment in Macedonia is on very high level, so it’s a problem on a national level and there are different strategies and action that are strictly working on solving this major problem. But, there isn’t any concrete strategy for young people that are social excluded from the society. Therefore, this campaign, on one side, works on raising public awareness about the needs and competencies of this target group and, on the other side, this campaign is an action toward the relevant institutions addressing the absence of a national policy. The goal is the decision-makers to take actions of agreement and in a joint platform to develop a package of supportive responses to the situation of youth from risk groups.

Interventions undertaken and results achieved

The campaign: "What now? What then?", is a message for legal support to young people under social risk in the process of independence, addressing their needs and challenges to all who can contribute to building a better future in a long term at a society level. In the campaign, the youth under social risk and youth without parental care took active role in addressing their needs to decision makers.

In the first stage of the campaign, the three partner organizations contact the group of 50 young people socially excluded and youth without parental care interested in active participation in the campaign. The youngsters extended their knowledge for advocacy and lobbying and they have together discussed the title of the campaign: “What now? What then?”; the logo of the campaign, and the design of the promotional flyers.

In the second stage of the campaign, the organizations have made the recording video statements that were later used for the promotion of the campaign through the organizations’ facebook pages and on the public open event organized for the official start of the campaign. The first video recorded a youngster without parental care addressing the business sector to start with the implementation of the governmental measurements for stimulation of employment for the children without parental care. The second video recorded statement from youngster who addresses his willingness to actively participate in the educational process. The third video recorded statement from youngster who has will to finish the education and states that he have ability to work if chance will be given to him.

In the third stage of the campaign, the organizations have announced the start of the campaign at the SOS Children’s Village Herman Gmainer day celebration. Main stakeholders were invited to the event such as the Minister for labor and social policies, Mr. Spiro Risteveski, the Major of Municipality of city of Skopje, Mr.Koce Trajanovski, the Major of the municipality of Center, Mr.Vladimir Todorovic, the Major of Municipality of Gazi baba, Mr.Toni Trajkovski, the representative from the Ministry of labor and social policies, Mr Dusko Minovski, the former President of the United Nations General Assembly, Dr. Srgjan Kerim, representatives from the Center for social work, representatives from the civic sector,
representatives from the business sectors etc. The total of 100 guests visited the event. They all heard the voice of one young person who spoke in her name and the name of the others socially excluded youngsters, hoping for solution of their situation.

Miss Silvana Ivanovska, who is finishing her master studies this year and is hoping for employment, addressed her joy and enthusiasm being a part of the campaign, mainly because it’s happened in right timing for her. She said that it’s very important for everybody to take part in supporting the employment process, so the youth can have a trust in the social system and the state. The invited guest was trilled from the initiatives, they all show their willingness to help.

In the fourth stage of the campaign, the organizations implemented a conference, on the 28th of June, named as “Implementation of strategies for employment for socially excluded youth”. The main aim of the conference was to prepare conclusions and suggestions for the National Agency for employment and Ministry of labor and social policies in order to improve the employment possibilities of the socially excluded youths and youth without parents or parental care. The following participants have attended this event: Mr. Dusan Tomsik, Ministry of Labour and social policies, Mrs. Dusanka Petrova and Mrs. Klimentina Spasovska from Center for Social work, Mrs. Beti Ilievska, Children’s home “11 Oktomvri”, Mr. Jane Petrovski, SOS children village, Vukanovski Gjoko, Volunteer Center Skopje, Mrs Silvana Ivanovska, SOS children village, Mrs. Silvana Matilovska, Association of citizens IRHOM Topaana, Krstevski Kirce, SOS children village, Ivana Angelkovska, Interkultura, Ancevska Elena, Center for non-formal education Triagolnik and Ljupco Velkovski, Youth centre Idea.

The conference’s recommendations are the following: to create an adequate program for socially excluded young people in terms of providing internships and volunteering as work experience; to include municipal structures in the creation and implementation of programs that also can and should be implemented in cooperation with the civil sector; local communities should have the leading role in providing opportunities for internships and volunteering; to organize basic training for the young people from the streets to gain basic qualifications and competence for the labor market; to establish cooperation between employment agencies and civic sector in creating additional trainings and qualifications; to promote the legal measures, practices and positive examples for easier access to employment; to implement a national program for supporting the socially excluded young people.

A policy paper was produced based on these recommendations for decreasing the level of unemployment of youth under social risks. The document was published and sent to the Ministry of labor and social policies and the National agency of employment.

The campaign itself also resulted with possibility of open cooperation between SOS
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Children’s Village Skopje and Agency of employment Skopje, for implementation of the active measures for employment of youngsters without parental care. On the official meetings it was discussed the following proposed procedure, contract to be signed between SOS Children’s Village Skopje, National Agency of employment, the potential employer and the youngster actively seeking a job, as a form of a legal on-the-job training; the employer after the training will make decision for the eventual employment of the youngster. This proposal was left to be further analyzed.

“I like that the campaign addresses the problems that my friends and I face. This issue has to be spoken loud and clear in order to be listened by all the important decision-makers so they can undertake the right actions. Otherwise, change will not happened and those who will lose will be the youth who do not have any future perspective after entering into the 18th year of their life” – young person who use to live in the Children’s home “11 Oktomvri”

In regards to the media relations, the organizations tried to maintain the communication with the media throughout the campaign. In terms of media coverage on the national televisions, the organizations have been guests on the morning program at TV Sitel. Whereas, media article was broadcasted on the news on TV Sitel, and on Alsat TV in a form of documentary. In terms of promoting the campaign in the newspapers, articles were written in Dnevnik and Utrinski vesnik. The internet portal Bukvar have also written about the campaign progress. In addition, the volunteers have continuously published texts and photos at the facebook profile: “What now? What then?”

INTERCULTURA is organization for cultural support, established in 1997 and officially registered in 1998. At the moment, we are active locally and nationally, in the same time operating internationally too. Our main goal is to promote youth work through non-formal education, as well as promotion of the culture of all the ethnic communities that live in our country through active participation of youth in the decision-making processes on local and national level; intercultural dialog nationally and internationally; inter-religious dialog; saving energy and lowering the effects of the climate changes; tolerance and non-violent conflict transformation; lowering the unemployment; social integration of youth.

Protection of children rights in a non-profit, non-governmental, volunteering organization established in 1998. Our priorities are implementation of the United nations convention for the children rights in the framework of ours legislatives and securing the respect and protection of the children rights in accordance to the Convention. We implement activities to make the Convention available to every citizen, starting from the youngest. Our main goals are: to raise awareness of the children rights and to secure solidarity toward all children in the world; to support and evaluate the practicing of the children rights in accordance to the international laws, the UN Convention for children rights precisely; to promote and practice effective mechanisms so it can be secured and protected the children’s rights in concrete situations.

SOS Children village Macedonia is part of the biggest family of the international organization SOS Kinderdorf. There are SOS Children villages in 132 countries in the world and in its 60 years existence they secure long-term care for the children who are in need. SOS Children village Macedonia is association of citizens established in November 2000. The main goal of the organization is care of children without parents and parental care and prevention of children in risk to live without their biological parents. Our vision is that every child belongs to a family and grows in love, respect and security. Our mission is to build families for children in risk, to help them to form their future, and to participate in building of their communities. We take actions, we keep our promises, we believe in one another and we are responsible partners with lasting values while we are working on accomplishing our mission.
Initiative for creating mechanisms for continuously raising the awareness of young women in terms of recognizing, preventing and protection from sexual harassment during the employment and at the workplace

It is an advocacy campaign organized by the Humanitarian association - Majka, with their representatives Lendita Adjini and Margarita Avramovska; and Derja, with their representatives Kristina Miloshova, and Erdal Musli, aiming to improve the implementation of the law for prevention and protection from discrimination and to provoke changes in the framework of it in order for the problem of sexual harassment to be defined more specifically, especially in terms of defining the types of behavior practiced by the employer that can be considered as sexual harassment.

Context

The organizations have decided to work on this sensitive issue because in informal conversation and anonymous interviews they have encountered with met many young women between 16-35 years that in the process of their employment they were facing with sexual harassment and refused to accept the job under that kind of circumstances. One of the reasons why this problem exists is because the people are not familiar with the Law for prevention and protection from discrimination. In addition, the sexual harassment is not defined specifically in the legislatives; especially there are not concretely specified the types of the behavior practiced by the employer that can be considered as sexual harassment. The organizations have stated that they are aware that the alteration of the legislative regarding this sensitive issue can be a long process, therefore in the framework of this campaign they are aiming towards just spreading out in the open the need for change that has to be considered by the national authorities.

Interventions undertaken and results achieved

In the first stage of the camping there were organized focus groups in Skopje and in Kumanovo, attended by young women from 16 to 28 years during which the organizations developed a discussion in which the participants detailed their experiences and also discussed about the legislation on sexual harassment. They also gave some suggestions for the improvement of the situation such as, more detailed definition of the term sexual harassment in the law for easier understanding of it; public TV promotion of the Law on prevention and protection from discrimination, and promotion of the role of the Commission for equal opportunities for women. These suggestions were presented on the round tables held later on in Skopje and Kumanovo.

In the second stage of the campaign, working meetings were held with the relevant representatives (Mr. Dushko Minovski, president of the Committee for national strategy on violence, Mrs. Hatidje Topali, president of the Committee on equal opportunities of the municipality of Chair) to talk about the legislation for sexual harassment, the state of the labor market and to invite them to participate in the upcoming round table. They agreed that this issue it is needed to be discussed, and especially to promote more the Law on protection and prevention of discrimination which is a relatively new.

The round table in Skopje was held on the 13th of July 2012, at the premises of the Association of the Turkish organizations in Macedonia "Matusiteb". The round table was attended by a representative from the Ministry of labour and social policies, Mr. Dushko Minovski, president of the Commission for national strategy on violence, Mrs. Hatidje Topali, the president of the Commission on Equal Opportunities of municipality of Chair, representatives from other civil society organizations working on this field such as Mrs. Divna Zmejkovska from the Syndicate organization on women UNASM, Mrs. Advije Ljatifi from CSO Florens etc.
How to plan and run advocacy and lobbying campaign

The Round table produced the following recommendations:

- Relevant institutions should conduct education for young women about the existing regulations and existing mechanisms of protection against sexually harassment.

- To be organized more round tables, broadcasted on the media, during which relevant institutions and the civic sector will take part and debate the issue of sexual harassment during the employment and at the workplace.

- To create a codex with regulations containing the rights and obligations for the employers and the employees in terms of sexual harassment.

When it comes to Kumanovo, working meetings were held with Mr. Coki Ristovski, the Coordinator for equal opportunities in the municipality of Kumanovo, and Mr. Toni Trajkovski, a representative from the City Council of Kumanovo, in order to introduce the topic of the campaign, initiate a collaboration and ensure their participation on the upcoming round table. They welcomed the campaign and considered it necessary for sexual harassment which as a problem exists but is not reported because women probably are not sufficiently informed with protection mechanisms.

The Round table, in Kumanovo, was held, on 6th of July. There it participated Mr. Coki Ristovski, the Coordinator for equal opportunities in the municipality of Kumanovo, Mr. Toni Trajkovski, a representative from the City Council of Kumanovo, Mrs. Gordana Bozinovska, lawyer in The Employment Agency, Mrs. Atina Murgashanska, deputy manager of the Center for Development of the Eastern Plan region, Mrs. Manuela Aleksovska, lawyer and representatives from civil society organizations that work on women issues in Kumanovo. The Round table produced the following recommendations:

- the institutions need to implement mechanisms for a continued education of young women in regards to sexual harassment during the employment and at the workplace, with the aim to raise the awareness and gain the ability to recognize the problem.

- to create a Codec with regulations for rights and obligations for the employers and the employees (to be used as a public document in every organization, institution and private company; and to be made available to young women at the Employment agency).

- to add an amendment that will regulate the sexual harassment in the “Working Contract” that regulates the rights and obligations of the parties (employer/employee).
How to plan and run advocacy and lobbying campaign

“I salute this initiative taken because you are putting very important issue on the agenda; issue that is very sensitive for opening, but affects all of us” – a young woman

The organizations have stated that they perceived this campaign as really needed because it is a problem that is still taboo, but is very present in the process of employment of the young women. The organizations have evaluated the round tables as very effective because the representatives from the relevant institutions in Kumanovo and in Skopje, accepted to participate and also to talk about the problem. The representatives from the Committees on equal opportunities have also stated that they will ensure this issue to be put on the agenda on their next municipality councils, and that they are open for cooperation with the civil society organizations for the further notice.

In regards to the **media relations**, the organizations have managed to promote their advocacy and lobbying actions to the following media. The round table in Kumanovo was broadcasted by the local TV Nova and the national TV Telma. Whereas, the portal Kumanovo news have published articles on the internet. In addition, the organizations have given an interview for the Macedonian radio. The round table in Skopje was broadcasted by the national television MTV 2 and on the news of the Turkish television. The organizations’ representatives also participated in the morning program at the national television MTV 1 for announcing the round table. In addition, information about the progress of the campaign was constantly presented on the organizations’ facebook profiles.

**Derja** is multicultural, non-profit organization for the Turkish women, established in Skopje in 1999 with the purpose of implementing numerous activities in the local municipalities. The main mission is to define the rights (human and minority), the women rights; to respect their voice, to initiate their emancipation and their integration in the society; to secure education on different subjects (medicine and health care, gender, democracy, civil society empowerment, conflict transformation, education etc); to offer support and encouragement to the women in her fight against the family violence.
How to plan and run advocacy and lobbying campaign

“We dare you!!! Give us the necessary knowledge!”

“We dare you!!! Give us the necessary knowledge!” – it is an advocacy campaign organized by Center for education and development - CED, with their representative Lazar Gjorgjevski; Alliance of young farmers, with their representatives Eleonora Veljanovska, and Aleksandra Simonovska, and Council for Prevention of Juvenile Delinquency - SPPMD, with their representative Ljubica Kocova, aiming to initiate establishing mechanisms by the relevant institutions for informing the youth from rural areas regarding the self-employment and employment measures.

Context

One of the biggest problem in our country is that the population in the rural areas gets older and older. 1,2 % of the population in the rural areas are people up to 40 years, in accordance to the official statistics reports. The youth are looking for improvement of the quality of their lives by migrating in the urban areas. As a result, the villages are losing their potentials taking into consideration their clean and healthy environments with great potentials for production of healthy food and development of rural tourism, attractive for the domestic and foreign visitors. The youth need to be informed about all the possibilities offered by the state institutions for the development of business plans in order for their ideas to become a reality. As future entrepreneurs they have the potential to improve the state of the rural areas. Therefore, the upper mentioned organizations have organized campaign to provoke the responsible relevant institutions and rural municipalities to establish mechanisms for informing the youth from rural areas about the employment and self-employment active programs. In addition, their specific request was to be opened informative body in the rural municipalities.

Interventions undertaken and results achieved

In the preparatory stage of the campaign, the organizations identified the key slogan for advocating and lobbying: “We dare you!!! Give us the necessary knowledge!” Afterwards they started with the development of the promotional materials (posters, flyers and banners) and the production of the videos. The published materials and the video contained the request appointed to the relevant institutions. The flyers were distributed on all of the working meetings, informative panels and press conference held in Tearce, Tetovo, Kavadarci and Skopje. In regards to the videos, they were broadcasted on the local TV stations (TV Kiss and TV Koha) and were posted on the organizational web sites and official facebook profiles. In the second stage, after the organizations made all the preparatory engagements, they started with initiating communication with the municipalities where the organizations operates. In addition, there were organized informative panels and a press conference in order for this issue to be raised out in the open and to receive as much as support as it needs from the public, media and the relevant institutions. On the informative panels organized in the municipalities of Tearce, Kavadarci and Gazi Baba, the youth were able to address their issues to the representatives of the municipalities and ask for valuable solutions that can be undertaken so they can be able to participate in the labour market equally with their peers that live in the urban areas.

In regards to the press-conference, it was organized in Tetovo, on the 31st of July, and it was covered by the local media (TV Koha, TV Art, TV Kiss, TV Menada), the national media (TV 24, radio MOF) and the internet portal Yll press.
The representative from the municipality of Tetovo, Enver Beqiri, employed in the sector of education, have stated that there can be find informational bodies in the urban municipalities, but the question is how that can be secured in the rural areas. "If the youth are informed and stimulated for their self-development and the development of their community they will stop migrating to the cities. My suggestion would be to be established network for spreading the information in the rural areas.

Novak Ristoski, representative from the Agency for employment, added that so far there have been initiatives for opening informative bodies in the rural areas and it did open one in village Rostushe. After this, there were open 4 more in other areas as well. "This possibility is always open and it can be turned into reality, but it is necessary for the rural areas to satisfy the criteria for the specified geographical distance from the existing informational bodies in the cities."

In the third stage of the campaign, the organizations achieved to hold meetings with the mayor at the municipality of Kavadarci, Mr.Aleksandar Panov and the mayor at the municipality of Tearce, Isen Asani. During these meetings it was presented the campaign and raised their awareness that youth from the rural areas are not informed about the educational and employment possibilities. In addition, they submitted the proposals they are offering:

- to be established informative bodies in the municipalities for informing the youth from rural areas about the employment and self-employment active programs

- to be run intensive informative campaign in the rural areas

The mayors have saluted the initiative and they expressed their readiness for mutual collaboration in the realization of the proposed activities. They have stated that they will take into consideration these proposals and in the first opportunity they will appoint an official who will be responsible for the matter or open an office for the support for the youth.

The organizations are satisfied with the results achieved because they raised the awareness of the relevant institutions, municipalities of Tearce, Kavadarci and Gazi baba, and the Agency for employment, that youth from rural areas have need to be implemented additional mechanisms in their communities in order for them to be more informed about their educational and employment opportunities so they can put their dreams into action.

**Alliance of young farmers** - the network of young farmers is functioning 5 years and through its activities it defends the interest of the young farmer in our country. Our organization regularly works on the development of the leadership and entrepreneurship skills of the young farmers; initiating team work and communication among them; raising the interest for agriculture, and improving the quality of life.
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**Council for Prevention of Juvenile Delinquency - SPPMD** was established in 1996 by local intellectuals’ teachers, judges, doctors and many others who in that time noticed the vast escalation of the phenomenon of juvenile delinquency between the youth on national level. SPPMD through the years have organized and attended many local, national and international events, especially since it became contact point for the Youth in Action program (under the European Commission) in 2005 and gave opportunity to large number of youth from different ethnic and social background to upgrade themselves and the community we live in. All the projects that SPPMD did in the last years were dedicated to youth, most of them directly involving them. We had projects through the years supported by various foreign donators and by the local business sector that gave opportunity to local youth to independently organize and implement youth projects.

**Center for education and development - CED** is non-governmental organization that is functioning in the municipality of Tearce from December 2006. The target group of the organization is youth from 12 to 18 years. Whereas, for the purpose of accomplishing our goals we are involving teachers, parents, other leading civil society organizations and institutions. Based on the strategic plan, CED in the next 3 years have goal to: lower the negative behavior among youth by organizing cultural and sports events; to influence on the protection of the environment through awareness raising activities; and to improve the collaboration between the different ethnic communities that live in the region through their participation in mutual activities.
ADVOCACY CAMPAIGNS IN BOSNIA AND HERCEGOVINA
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“Be the change, advocate!”

Context

Total population in B&H, according to demographers estimate, is amounts up to 3.8 million. Reports indicate that 40% are unemployed. The Working Group concluded that it is necessary to determine the facts and the current situation in relation to the number of unemployed and employed people in B&H especially according to Roma population and give a general description of the situation in Bosnia and Herzegovina in a comprehensive survey. The existing labor legislation needs to be revised to prevent discrimination, and should consider measures such as small business projects, micro and macro credit debt and reducing taxes. Consideration should be given to the special programs for Roma Youth – vocational training, adult training and mentoring. Roma Population is living on the edge of society; their role in civil society engagement is on a minimum level due to lack of sufficiently educated and empowered Roma representatives. In addition, the government expresses no will to help the resolution of these issues.

Interventions undertaken and results achieved

Project “Be the change, advocate” aims to gather 15 Roma youngsters from Central Bosnia, to educate them and involve them in advocacy campaigns with focus on lobbying and seeking to claim their rights as a minority group in Bosnia and Herzegovina society.

As Roma are minority population, in the same time it is necessary to empower them, but also promote their rights, not only within their communities, but also to spread it in wider community.

It is necessary to make the first step and work on Roma advocacy campaigns with Roma population in Central Bosnia, through training, advocacy steps and lobbying methods. Aim of the project:
- Empower Roma youngsters to take proactive role in civil society and learn them how to recognize and address their needs
- Raise the level of Roma advocacy campaigns in local community
- Introduce the basic human rights of Roma people to wider community

Expected result:
- 15 young Roma included in project
- More than 10 electronic and written media followed the project
- Wider community accepted the project idea and is introduced in project idea
- Local authorities supported advocacy campaign planned and implemented by Roma population.

Project gathered 15 Roma youngsters from Central Bosnia, educated about advocacy campaigns with focus on lobbying and seeking to claim their rights, as a minority group in Bosnia and Herzegovina society.

Roma population is living on the edge of society; their role in civil society engagement is on a minimum level due to lack of sufficiently educated and empowered Roma representatives and the government expresses no will to help the resolution of these issues.

Roma population promotes their rights to wider community.

Trough educative program (workshops and exchange on topics such as advocating and lobbying), these youngsters got their base in working on voicing their needs and rights.

After the education they did a small advocacy campaign on Roma unemployed people in Travnik that was a result of lack of educated Roma. Roma pupils had small or none scholarships for primary school and high school, and none for higher education.

15 young Roma people were included in the project, as it was planned
Most of the **local electronic and written media** followed the project – TNT radio and youth radio station Turbe.

Wider community accepted the project idea and was introduced in the project idea
**How to plan and run advocacy and lobbying campaign**

**Local authorities supported** advocacy campaign planned and implemented by Roma youth.
Every result listed in project proposal was successfully accomplished, the assessment of expected results is positive.

From the very beginning in order to strengthen the capacity of staff members, the CEM organization works on increasing the professionalism in the organization’s work, in accordance with European standards. The CEM also works on reaching a higher level of quality in the design and implementation of all the programs of the organization. In addition, to attending various forms of professional training, the CEM staff attended the ALTYO educational program. Advocacy and lobbying training for youth organizations has strengthened the CEM’s knowledge about advocacy actions, since the CEM recognized the Youth policy and other related legislation for young people as a tool to improve the overall position of young people.
Center for youth education has decided to concentrate one of the strategic objectives on advocacy, the creation and promotion of documents, strategies and legal regulations for youths.

The CEM believes that the basis of the process to build a society of equal opportunities for all, and achieving our goals, is strong developed partnership. ALTYO helped development of the partnerships as well as the fostering cooperation with various actors of civil society. - Karolina Plišo – Youth work manager of CEM

„I am satisfied with the program of the workshops and advocacy themes, and I hope it would be more workshops like this, so that others can become familiar with things like this. I know that Roma people have their rights, but I have not known how to achieve them. I will try to apply in a practice all the things I have learned here, and try to share it with my friends. The education was great and they have shown me how to give a better future and a better perspective to our children. Our children want to go to school and I hope that they will justify the resources that will be given to them so that the next generations can also claim the same resources.” - F.K. – volunteer Travnik
"I have participated at the workshops named „Be the change, advocate!" with the CEM. They showed us our rights and our possibilities and how to possibly achieve these rights. Honestly, I have never been in contact with these things. Everybody says that Roma people have their rights and that children have to go to school but this is the first time that somebody has explained what to do and how to do that. Children must and should go to school, they should achieve something in their life so that they can later help the Roma population. When the codex of good practice is signed, some of the Roma children will become the possibility to participate in the life of the community and be equal with all children in Bosnia and Herzegovina. It should be more projects like this so that all Roma children have the possibility to go to school." - A.Dz. – volunteer Travnik

**Center for youth education (CEM)** is the largest non-governmental youth organization in Central Bosnia. The CEM has its headquarter in Travnik, and in this region it has been operating since 1998. The organization was first called the PRONI Institute of Social Education, and later it has been renamed to the Forum Syd Central Project Bosnia. From the first of December 2007, the CEM operates as an independent, non-governmental organization. Since the beginning of its existence, the CEM operates with planned, systematic and professional work with youth, toward individual and community development.

The Center for youth education has gained a very long experience in working with young people and carrying out youth work, which includes programs and activities based on the methods and principles of non-formal education. The CEM works on the process to empower and support for young people so they can become aware, responsible and active members of the community. The CEM also creates the conditions for realizing full potential of youth. The CEM works at three levels: the education of future youth workers, supporting the development of youth policies at national and local level and the practical work with young people (youth work).

The organization works in accordance with European standards, using methods based on a 30-year experience of professional youth work in Northern Ireland, as well as the 14-year personal experience.

The Center for youth education employs educated people with expert knowledge in the field of youth work, system planning, project management, marketing, finance, etc.

The CEM uses internal and external experience to build a team that works to meet the strategic directions of the organizations, vision and mission.

The Center for youth education enjoys support of municipalities in which it operates, as well as by the donors and partners, and institutions such as the Ministry of Education, Sports, Science and Culture of CB and the Sarajevo Canton, Youth Commission of Travnik and other educational institutions.
“Youth without parents - Better future for them!”

Context

Problem in this campaign are children’s without parents care. Youth without parental care upon finishing the high school end up on the street. By law they cannot stay in the Home for Abandoned Children after they turn 18. If they do not find the job, they will not find a place to live, nor will they have basic conditions for life. The worst of it is the fact that they do not have any advantage in employment. The problem is in the Law on Employment: (Zakon o zapošljavanju i pravima za vrijeme nezaposlenosti – “Službeni glasnik Brčko distriktta BiH” broj 17/08; and ZAKON O POSREDOVANJU U ZAPOŠLJAVANJU I SOCIJALNOJ SIGURNOSTI NEZAPOSLENIH OSOBA “Službene novine Federacije BiH” Godina VIII-Broj 41)

This category, youth without parental care, is not specially treated, i.e. it does not have the advantage in employment. We want through this project to influence the governments in two cities, one in the Federation of B&H, in Tuzla and Brčko district B&H, to start the adoption process of regulative, which would give possible advantage in employment to the youth without parental care.

Interventions undertaken and results achieved

A plan for this action was to adapt the legal act (regulative) in Law on Employment in which would be clearly stated the advantage of youth without parental care when applying for a job position. It also considers the raising awareness of competent organs of local government about needs of youth without parental care and raising awareness of citizens about the problems of youth without parental care.

Step that was organized:

- **Public forums/ debates** in Brcko district and Tuzla.
  Public forums was held, one in Tuzla and one in Brcko district, where the discussion was with citizens about the problem. Representatives was also people from different institutions: The Centre for Social Work, Department of Employment, Municipality and Home for Abandoned Children will be invited to the forums.
  The topic of these forums was the problem of the youth without parental care after finishing the high school.
  These forums have for an aim to raise the awareness of citizens about the problem.

- **Petition** in Brcko district and Tuzla
  A petition is going to be prepared what the citizens will put their signatures on it, and which is going to be sent to the competent officials in municipalities so as to create the conditions for adoption of regulative on employment of youth without parental care.

- **Meetings with the decision makers** in Tuzla and Brcko district

Meetings with the Social Work Centre representatives, municipal representatives and representatives of the Department of Employment.

The initiative has been made for the adoption of regulative in the Law on Employment. 10 young people without parental care from Tuzla and 10 young people without parental care from Brcko district were employed.

Activities that were projected in campaign "Better future for them" are two meetings with relevant institutions. One was held in Brcko and the other in Tuzla. After meeting with representatives of the institutions related to the problem of campaign, was organized press conference, in order to meet the general public with the project. After the press conference was organized a round table - discussion on topic "Improving the employment perspective of young people without parental care". The participants were representatives of the Centre for Social Work in Brcko and the Institute for Employment, then guests from Tuzla, the Centre for Social Work Tuzla, Orphanage Tuzla, as well as the Institute for Employment Tuzla and the CSOs Tuzla.
After the round table, held was a workshop for volunteers, where were given clear instructions about the work in the field as well as the objectives of the campaign. After the workshop, along with volunteers dressed in T-shirts with messages specific to supporting our campaign, we got out to the streets and we started with raising awareness about the problems faced by young people without parental care, sharing advertising material, posters, flyers, stickers. Then followed the action of collecting signatures for a petition, aimed at adoption of legislation in The Law on Employment, in which will be clearly highlighted the advantage of youth without parental care in process of employment. Activity of raising awareness of government institutions and public, as well as collecting signatures for a petition, which lasted for 7 days in Brcko, and in Tuzla.

When petition was finished, together with other conclusion from meetings and round table it was send to the relevant institution in the country:

- Ministry of Labour, Social Affairs and Returnees of Tuzla Canton Federation
- Assembly of the Brcko District of Bosnia and Herzegovina
- Government of the Brcko District of Bosnia and Herzegovina
- OHR of the Brcko District of Bosnia and Herzegovina

During the discussion, we came up to the another conclusion, where such group of young people “youth without parent care” are faced with many other problems, not only employment, but we believe the key is employment decision and it will be a good start to their independent lifes.

**Main challenges and tips for future actions**

When it comes to the evaluation of the results of our actions, it is necessary to highlight that the results are very satisfactory. So, it has been done with professional attitude, manners and well-designed campaign in order to convey our message and thus unite the NGO-volunteers, citizens of Tuzla and Brcko district and relevant institutions in Tuzla and Brcko, and of course - the media. All of the above have recognized this project and its idea as something positive and something worth fighting for. Therefore, all of them contributed actively in this campaign participation. The goal of the campaign was to start the process of adoption of legal regulations in the Employment Act, which shall be clearly expressed with the preference in hiring young people without parental care. Given that all of the above has been recognized, and our idea and supported it fulfilled, we believe that the competent bodies for the adoption of a comprehension will react positively to the posted request.
The Youth organization "ZVRK" is independent non-profit and non-governmental association. Aims of the ZVRK are to enable young people in work and activities relating to the improvement of quality of life and education. The ZVRK is public and opened to all youths, regardless of ethnic, religious, racial, sexual, or other orientation. The ZVRK operate through: organizing lectures (training, seminars); organizing public meetings and public discussions concerning youth; organization of cultural events; The main objectives of the organization are: Achieving significant progress in raising awareness of individuals and empowers them to take an active role in positive social changes. Promotion and protection of tolerance in the relationship between family, school and society; Promotion and protection of human rights, the rights of children and youth in civil society; The ZVRK has a vision that all young people have the ability to develop itself and an equal opportunity to contribute to a democratic and just society in which their needs are recognized and resolved. Activism, cooperation and understanding among people are an integral part of such democratic and modern society.

This campaign was a big step for the ZVRK. It was significant in a few ways: on human resources development, but also it had a progress in establishing contacts with the media, the relevant institutions, volunteers, other organizations, etc. The project is largely helps us to be heard as an organization that is still at the beginning, but it also affects us to learn more about the lobbying and advocacy law. - Diana Radeljas, general manager of the ZVRK

“It was an honor to participate in this project; because I somehow help children without parental care. I also understood the importance of the family in the life of one child. I hope that our efforts, to introduce legislation on the employment benefits for children without parental care to be of a great importance. And that they will finally alert the competent authorities in this matter, and make these children at least part of what their life is denied. I am proud of all the young people who were engaged in connection with this.” - Sabina Likić-volunteer of ZVRK

“We managed to raise awareness among the citizens. I hope that our contribution will help the authorities and other, to a little turned around and pay attention to children without parental care. I'm glad I could be a part of such a human project.” - Ernest Junuzović- volunteer of ZVRK
Get Informed!

Context

This project deals with the problems of low awareness about the career opportunities of young people in rural areas (Brcko District and Vlasenica).

The project "Get INformed" primarily draw attention to the importance of timely information to young people in employment because the current situation in Brcko District and Vlasenica municipality, when it comes to disclosure of information, indicating to us that young people who live outside the city obtain information lately or they face omissions for many employment opportunities. Therefore, we can say that young people in rural areas are discriminated against when it comes to timely information taking into account that the majority of young people in rural areas do not have access the Internet, and are discriminated against in terms of general awareness. Youth are recognized this initiative as useful to them, as evidenced by the questionnaires.

The aforementioned problem was identified after a survey conducted by the members of the organizations EPA and OSV, and after that has been derived and this project.

Aim and objectives of this project are to introduce the public this problem, and the impact on reducing unemployment among young people in rural areas.

Intervention undertaken and results achieved

This project should have achieved by the association of EPA in Brcko and OSV in Vlasenica. First idea was to made contact with the following institutions:

The Government, the Bureau for employment, CISO center, local community and young people in rural areas. Next step was launching of an advocacy campaign and representation oriented towards institutions authorities to take certain actions that would contribute to better informing young people about the possible job opportunities, primarily in rural areas in their local community.

The first phase (preparatory activity) was collection of relevant data from government and non-governmental organizations on the state and how to resolve this problem, although it have been previously investigated and collected the necessary data, in order to show the existence of this problem, that has been developed and defined solution for. This information will be of a great importance for the preparation of the methodology as well as for the realization of advocacy campaigns that will be conducted during the next phase of this project.

The second phase is the advocacy campaign which is the most important part of this project. It will be conducted according to predetermined methods that can be used: a media campaign, a round table, talking with government officials, talking to political parties and with the target group. The used methods are intended to show the policy paper to the public, the target group of decision makers. The goal has to be just a better awareness of young people about employment in our communities

The choice of method will depend on the current situation, which is primarily related to the recognition of the problem and response of the stakeholders and decision-makers, as well as the others that this issue considers.

In the campaign in Vlasenica (Republic of Srpska, B&H) 175 youth from rural areas/villages around Vlasenica were directly involved in participation of the project, 65 male and 110 female and more than 480 indirect participants involved through promo materials during campaign.

There was a meeting with the youth representatives from the two local communities, it was discussion primarily about the issues that were defined in the above of study, and topic was Strategy for Youth Vlasenica municipality. The strategy was presented by local government officials and coordinators for the development of local communities. Both meetings have attracted the attention of many young people.

In accordance with the planned goals of the project, the results are largely achieved. Also supported by the fact that the very existence of the Youth Strategy positive attitude of the
How to plan and run advocacy and lobbying campaign

local administration to make some positive change in this case for the young, from the countryside. The most time takes coordination between the target groups and stakeholders in order to achieve a closer relationship between the two. During the campaign, representatives of local government have presented the strategy for youth and concerned in unemployment and inform young people of the village.

The campaign in Brcko district organized the survey called "Get Informed". 300 young people was involved in age of 16-30 years, from 15 different rural areas in local communities Brcko Distrikt.

- 78% of the respondents had completed high school or still attended,
- 20% are still on college and
- 2% of the respondents without any qualifications.

To the question: Are you employed? There was the answer:
- Yes 13% No 87%
To the question: Do you have internet access? There was the answer:
- Yes 38 No 62
To the question: Does your community have the possibility to spread information about employment?
- Yes 15% No 85%
To the question: Do young people in rural areas have the same information about employment opportunities?
- Yes 10% No 90%
To the question: Would you support the info points in your local community?
- Yes 98% No 2%

After the survey there was organized roundtable. There were 18 participants from NGOs, young people from the local community and representatives of the Employment Bureau, Government Division for technical and administrative support jobs and citizens' associations, CSOs, local communities and officer for youth in Brcko distrikt.

There is produced a results of the survey and its opened discussion on the subject, to overcome the current problem. Also there is publicad politics document "Improved information flow to young people in rural areas regarding employment problem" and the document has been delivered to the representative of the government in form of a request to improve information flow to young people in rural areas which the title of the document says itself.

The three most repeated suggestions of finding solution were:
- web page that includes all the important information related to employment,
- the introduction of the Internet in the rooms,
- print classifies with essential information for youth.

A common suggestion was also to raise the awareness of the opportunities for self-employment.
How to plan and run advocacy and lobbying campaign

"I believe that this and such similar campaigns, in many ways may help young people from villages about their access to the necessary information and thereby increase opportunities for young people from the countryside to start their own businesses or find employment with some of the options that are offered through the development of the municipality." - Klještan Bojan – volunteer

"Young people from the country face with the difficult situation from the beginning primarily caused by a poor flow of important information. With this campaign, my eyes were opened to the offer of the market and the opportunities for young people that are available in their municipality." - Savinović Ljiljana – volunteer Kruševik

Youth Council Vlasenica - is an umbrella association of youth organizations and informal groups in the Municipality of Vlasenica was established in 2006 to harmonize the ideas in the youth sector. Through education, peace, health and utilities Youth Council Vlasenica contributes to a better fulfillment of youth leisure, tourism and the development of youth mobility and build a healthier and more tolerant society.

Vision:
The company informed, responsible and tolerant of young people who actively and equally contribute to positive change in all spheres of life

EPA - Association for Education, Promotion and Affirmation of young people in Brcko District

Vision: An educated, aware and responsible young people as initiators and participants in the development of a democratic and multicultural society.

Mission: The Organization "E.P.A. "Brcko District achieves its vision through formal education and capacity building of youth as initiators, participants in cultural, social development and democratic multicultural society, using the methodology of the social and cultural development, youth work and community activism. It also works to promote human rights, child rights and European integration.

The objectives of the Association are:
- To provide non-formal education of young people by advanced methods;
- Raising awareness of individuals and empower them to take an active role in positive social change;
- Promotion of ecology;
- The promotion of tolerance;
- Promotion and protection of human rights, the rights of children and youth;
- Participation of young people in the development of musical culture of the Brcko District of Bosnia and Herzegovina, through proper education, arts and entertainment activities;
- The promotion of civil society and the role of the citizen in raising awareness about the importance of music in the cultural development of society;
- Help young musicians in their personal and professional development;
How to plan and run advocacy and lobbying campaign

“Limited is the one with prejudice”

Context

Law on professional rehabilitation, training and employment of persons with disabilities in the Federation of B&H, more than five years was in the Parliamentary procedure and waiting for adoption.

In February 2010, whatever was finally adopted, and as a result, in March of this year, a fund was established as a key mechanism through which to address the systemic problems of training and employment of persons with disabilities in the Federation of B&H.

Because of these steps, the public is poorly informed, and that we have learned through this analysis, we will try to approach this issue and that anyone interested in this case to employers, people with disabilities and others. Vocational rehabilitation, training and employment of young people with disabilities is of particular public interest, and is in the field of social protection. Promoting the rights of persons with special needs would conduct the campaign through street and a round table.

Intervention undertaken and results achieved

The campaign is designed as a quarterly activity to promote the employment of people with disabilities and for this purpose will be conceptually designed specific brochures, posters and radio-spots. The activity consists of a street campaign in Gradacac and Brcko District. Volunteers will share advertising material and meet employers in these two municipalities. In addition, distribution of the promotional material and posters will be placed at the key locations in these cities.

Also, it will be organized two round tables that will meet employers, people with disabilities and other stakeholders.

- The aim of the campaign is to raise the awareness of employers and the general public about the opportunities and abilities of persons with disabilities that will get them the opportunity to participate equally in the labor market.
- Main objective of the campaign: To introduce the target group about their rights and potential employers as well as the local community

Expected results:
Promotion of employers who employ people with disabilities want to show a good business practice, which allows the individuals with disabilities equal access to economic opportunities, and perceiving the media campaign to highlight positive examples, but at the same time the general public aware of the existence of discrimination in employment of persons with disabilities.

Target Group:
Able-bodied, but unemployed young people with special needs (disabilities), employers and the local population. Familiar target group of their rights and potential employers as well as the local community.

During the implementation of all planned activities are successfully implemented. A street campaign was held, where were distributed a promotional material in Gradacac and Brcko district B&H. Besides the mentioned street campaign, the promotional material was distributed to the legal entities too. Promoting and meeting the population of the project went through the radio broadcast which were held on local radio stations as well as posted at the Web portal (www.kult-gradacac.org).
In addition, there was held a **round table** on the topic “Employment of Persons with disabilities” which was attended by all relevant factors who are essential to solve this problem. The final activity was to conduct a survey of the population of the municipality Gradacac and Brcko distrikt upon knowing the problems of people with disabilities. The round table was attended by 22 participants as it was anticipated. In this way the target group projects set to their rights, as well as potential employers and the local community, and thereby fulfilled the main objective of the project. The specific objective of the campaign is filled with promoting good practice of employers who employ people with disabilities and by handing out leaflets on the street action through raising the awareness of employers and the general public about the features and capabilities of people with disabilities to participate equally in the labor market.

In addition, through a **media campaign**, we highlight positive examples of employment of people with disabilities, and at the same time introduced the general public to the existence of discrimination in the employment of people with disabilities.

**Main challenges and tips for future actions**

The main challenges we encountered during the implementation of the campaign is the lack of information and lack of interest of the local population and authorities for this problems.

“The campaign was accompanied by a media, which is great during the campaign contributed to, and also the promotion of our organization. Also, the projects and campaigns have helped the development of the human resources, individuals, and organizational facilities. In addition, through a media campaign, it has been highlight positive examples of employment of people with disabilities, and at the same time introduced the general public to the existence of discrimination in the employment of people with disabilities.” - Mirel Bijedic, Director deputy
How to plan and run advocacy and lobbying campaign

"Participation on ALTYO project was of great importance for the representatives of the Youth Center "Vermont" because during the project they improved their skills and knowledge related to advocacy and lobbying, and implementation of quality public campaign through a series of educational training. During the training there was established better cooperation with other NGOs and thereby possibility for continued cooperation. In addition the participants had the opportunity to travel to Macedonia and to become acquainted with participants of the ALTYO project and to exchange experiences and open the possibility for crossborder cooperation." - Suzana Andrić, employed of the Vermont

"ALTYO project has helped to improve the skills of activist of the Youth center "Vermont" through series of educational training related to the advocacy and lobbying, writing, and high-quality implementation of many projects. Conduction of the campaign "Restricted is the one with prejudice" as well as the implementation of future campaigns will be easier, because participating at the ALTYO training has expand our knowledge and experiences in a large segment, by sharing it with other organizations. Also representative of medias, in this case Radio Brcko has emphasised the importance of our project „Restricted is the one with prejudice“ and with positive comments supported our work and devotion that someone cares about this very vulnerable category of children and youth. We get a lot of support the citizens of the District, which we included in the project and by the employers to whom we provided promotional materials." - Marina Lucic, employed of Vermont

The Association KULT Gradačac is a nongovernmental organisation founded in 2004 with the goal of encouraging and development of youth sector. The Association satisfies social needs of youth through various educative programmes and cultural, entertaining and sport events in cooperation and partnership with local and international organisations and local government.
The KULT Association Gradačac organises various events aiming for the youth to participate actively within their local community. Besides the mentioned, in these events and education, young people spend their free time more effectively and gain new perceptions about their future. The KULT Association Gradačac also deals with youth politics.

The Youth Center Vermont Brcko is an independent, non-governmental and non-profit association of citizens that their activities and helps contribute to improving the position of young people in social, economic, humanitarian, cultural, sports, technology and other fields, based on democratic principles and non-partisan.
In its work, the NGO Vermont has had a successful collaboration with the local authorities as well as all international organizations operating in the Brcko District of BiH and beyond.
The aims of the Vermont center are:
- Affirmation of young people and their engagement in society,
- The protection and promotion of the rights of children and young people,
- Cooperation with national and international associations and organizations,
- The achievement of cooperation with local authorities,
- The involvement of young people in the decision making process, and
- Devising constructive free time.
During the eighteen years of successful work in our centre has shown that it can cope with all the challenges and problems that modern times in which we live carry out. Our aim is not only to maintain the continuity of our work, through many other activities improve and bring our work to a great height.
How to plan and run advocacy and lobbying campaign

“Say NO to unemployment and discrimination of young women in the labor”

Context

There was conducted a study on the subject “Unemployment and discrimination of young women in the labor”. Based on the interview at the employment office and the meeting focus groups as well as the data collected through the questionnaire, there was an idea to deal with this issue as a problem in B&H. The idea of this project is to create supportive atmosphere in order to decrease level of unemployment of young women in municipalities of Maglaj and Zivinice. This is going to be done through promoting existing laws and lobbying strategies relevant stakeholders to implement these laws and strategies and to raise awareness about issues related to unemployment of young women at the local level.

Intervention achieved and results achieved

Campaign was organized on promotion of existing laws and strategies, promotion of Employment strategy of the B&H for 2009 – 2013 and the Labor Law of the B&H, as well as the existing local Employment strategies. This activity will be implemented through the whole project implementation period.

2500 flayers and 6 banners planed to be used as promotion tools in this campaign.

The round table ”Representation of young women in labor market” was anticipated to be held.

After the round table, there was planned meetings with the relevant stakeholders – in order to lobby enhancement of implementation for existing law and strategies (local authorities), As well as to encourage relevant organizations to advocate for this issue and to promote importance of equal possibilities (business sector). Round table ”What to do next” – was implemented in order to introduce all relevant parties with achievement of this project and to create guidelines for future actions related to employment of young women.

Aim of this campaign was;
- Create supportive atmosphere to decrease level of unemployment among young women at local level.
Objectives;
- To lobby relevant stakeholders to implement existing laws and strategies related to employment of young women.
- To promote exiting laws and strategies related to employment of young women
- Raising awareness about issues related to unemployment of young women

Target group of this project are young women age of 18 to 30, who are able to work in the area of municipalities of Maglaj and Zivinice.

PR campaign

This activity included a promotion of whole campaign as well as promotion of existing laws and strategies related to unemployment of young women, raising awareness on issues related to unemployment of young women and promotion of issues targeted by project. This was done through the issuing of the promotional posters, flyers, radio and TV broadcasting.

The campaign started with posters and flyer booth. The purpose was to get the attention of public and raise awareness on issue that this project was promoting. It is necessary to say that this activity has resulted in success because people were not only taking flyers but were also spending some time with us, on booth to talk about whole campaign, and the issue that this project was promoting.

TV and radio broadcast resulted in same way, again people were very interested in this campaign, which was shown through many phone calls we received. People have shown support and were very delighted with someone who was talking about this issue and taking action.
Meeting with relevant stakeholders

Meetings with relevant stakeholders were held on a regular basis during the project implementation period, in order to lobby for enhanced implementation of existing law and strategies (local authorities), to encourage relevant organizations to advocate for this issue and to promote importance of equal possibilities (business sector). The meetings were arranged in form of interviews (main reason for this kind of meetings was in order to do more detailed research on the issue of high rate of unemployment among young women) and there were some regular meetings, in order to organize round table.

Round table

In the last month of project implementation round table was organized in order to define issues related to unemployment of young women. Young women unemployment was discussed between representatives of local authorities or municipalities, representatives of local employment bureau, women organizations, representatives of local NG sector, representatives of education system, representatives of local gender equality commission and young women themselves. Round table lasted for an hour. Many issues related to unemployment of young women were discussed there. Since this was the first time that (students) organized a round table, it was a great pleasure, especially it came up with success and the feedbacks of the participants were very encouraging. At the end of the round table conclusion was made and many suggestions were been given by the participants, on how to continue our advocacy campaign in order to make this campaign more successful and continuous.

Main challenges and tips for future actions

Maybe the biggest challenge and the biggest fear was how to effectively encourage local government to show support and cooperation when dealing with the issue this project was promoting but the local government showed high interest in this issue. Even, without the financial support from EU it has been planed to continue the campaign with the own funds, because, as stated above, general public and local government showed high interest in this problem.
How to plan and run advocacy and lobbying campaign

Generally, it succeeded to achieve all set up goals, aims and objectives. Feedback from general public was more than enough to realize that the awareness about this issue has been highly raised. Since this is an election year, many political parties included some of the elements of the project into their election campaign. Therefore, it has been clear that the issue of high rate of unemployment was recognized among local government and political parties. There also has been given a great support from local government and an offer of their help in dealing with the issue which this project was promoting. - Ismet Karabegovic, General manager

CORNTO - Center for youth work and no formal education work with young people began in March 2000, as a part of the international organization The "PRONI institute for Social Education" in Eastern Europe. In June of 2005, we became a part of Sweden NGO Forum Syd, who helped to develop the further program and to create the Citizens Association CORNO. Since October 2007, The Association of Citizens CORNO has taken all actions and responsibility for the program.

Vision:
Trained, responsible young people are active members of society, which recognizes them as a potential answer to their needs.

Mission:
The CORNO is a nonprofit association/organizations, which, using the knowledge, experience and best practices of youth work and informal education, empowers young people to develop their potential through active participation in the development community. Also, it works on the development of policies and strategies, advocating for youth, capacity building of civil society in Bosnia and Herzegovina, with a focus on rural areas.

Cooperate with youth, national and international organizations, national institutions, governments at all levels and local communities.

We have three areas of action:
- Youth work
- Education
- Youth policy

EU "Jezero" was formed in 2004 at the initiative of several young men who wanted to do something useful, in order to change a very bad situation, which included population that gravitates to Lake Modrac. In this area live more than 20.000 inhabitants. At that time there was no organized waste transport, the rivers were buried to various waste, wild dumps were everywhere around. Young people did not have any activities and were "isolated" in a small space without enough information and contacts

The objectives of the association (according to Statute):
- Protection of drinking water sources,
- Protection of rivers, lakes and organized cleaning,
- Protection of air from all forms of air pollution,
- Protection of flora and fauna,
- The fight against drinking and selling environmentally polluted and unhealthy food and beverages,
- Work on all other areas that in other ways threaten the healthy and clean ecological environment.

In addition, all of our activities are aimed to achieve sustainable development of our local community.

Vision: the EU "Jezero" is distinctive, non-governmental organization that contributes to the sustainable development of communities, with the active participation of citizens and with the high respect to the principles of democracy and human rights.

MISSION: The Ecological Association Jezero is an NGO that works through the various forms of education, action planning and environmental cleaning, organizing youth camps environmental impact on raising environmental awareness at entire population, with special emphasis on youth.

EU "Jezero" operates in the area of Živinice Bosnia and Herzegovina and their work gives full contribution to sustainable development, environmental protection and improvement of living conditions in the local community and region.
ADVOCACY CAMPAIGNS IN MONTENEGRO
How to plan and run advocacy and lobbying campaign

**Employ me!**

Target group: Roma population  
Organizations in charge: NGO Mladi vama, NGO Mladi Romi, UM RAE  
Responsible people: Marija Radunović, Mirjana Đundić, Samir Jaha, Almir, Srdan Baftijari, All – Hammbra Kašić

**Description of the action:**

The campaign aim is to influence employment conditions for all Roma Montenegrin citizens (obtaining higher education certificates) who face discrimination and obstacles in finding job opportunities. The campaign consists of several phases:

a) research among Roma people on how they perceive their position  
b) analyzing country regulation and good policy practices  
c) communication with stakeholders and business representatives in order to inform them on national strategies and regulations related to employment of marginalized groups  
d) promotion (video material, billboards, layouts, press conference) to inform wider public on existing problematic

**The job for the “Youth”**

Target group: Young people without parental care  
Organizations in charge: NGO Mladi Boke zajedno  
Responsible people: Jelena Strugar and Mladen Maslovar

**Description of the action:**

The aim of the campaign is to create action plan for empowerment and preparation of youth without parental care for job market, as well as to create training programs that would increase knowledge and skills for their better competitiveness on the trade market. Another aim is to provide a possibility for these youngsters to easily find season jobs and weekend jobs, while they are still in the orphanage (when they are 16 years old) so that later, when they leave the orphanage, they have more experience in finding and keeping their jobs. The campaign consists of following actions:

a) promotion of the key findings (press conference, meeting with the foundation “Friends of Bijela”, targeting business sector)  
b) meetings with local and national stakeholders  
c) creating capacity building curriculum for young people while they are in the institution  
d) lobbying for info resource centre inside the institution
"Lobby to employment for young people from the countryside"

Target group: Young people from rural areas
Organizations in charge: NGO Kompas and NGO Da zazivi selo
Responsible people: Mladen Zorić, Slavica Mrdak, Dajna Marinković, Miranda Marinković

Description of the action:

This idea is based on the employment of young people from rural areas through public work, to obtain the NGO "Better life for a countryside" from Pljevlja and NGO "Compass" from Kotor in the Bureau work in Kotor and the Bureau work in Pljevlja.

Young people from rural areas are not represented in the law as a vulnerable group, which is difficult for all organizations involved in improving their living conditions. With this action we will work together to approve the work of the Public Employment Bureau of Montenegro in order to employ young people from rural areas.

As part of this action, educative courses will be held in order to inform and encourage young people to be proactive and self confident. The campaign has a promotional part (creating and distributing info brochures for both target group and stakeholders).
How to plan and run advocacy and lobbying campaign

**Employment of young woman**

Target group: Young woman  
Organizations in charge: NGO Prima  
Responsible people: Aida Perovic, Jelena Ivanovic

**Description of the action:**

The campaign aims to create opportunities for employment of young woman in Montenegro. With this action the work is delivered in order to improve the work of the Public Employment Bureau of Montenegro as well as business sector to create policies and to employ young woman especially taking into consideration the young mothers raising their children by their own.  
As part of this action, educative courses will be held in order to inform and encourage young woman to be proactive and self confident. The campaign has a promotional part (creating and distributing info brochures for both target group and stakeholders).
How to plan and run advocacy and lobbying campaign

**Employment of people with disabilities**

Target group: Young people with disabilities  
Organizations in charge: NGO Nova sansa u Novom and NGO Susreti  
Responsible people: Vukica Novakovic, Radojka Koprivica

**Description of the action:**

The campaign aims to create opportunities for employment of young people with disabilities through public advocacy campaign that will be realized in Herceg Novi. The campaign consists of:

a) promotion (press conference, meeting with the business sector and parent of young people with disabilities)  
b) meetings with local and national stakeholders  
c) creating capacity building program for working occupation in daily care centre  
d) lobbying for sustainability of social enterprises for people with disabilities

**Together for the employment of people with disabilities**

Target group: Young people with disabilities  
Organizations in charge: NGO Savez nasa inicijativa and NGO UPHL  
Responsible people: Mladen Zorić, Slavica Mrdak, Tomislav Zegura, Dajna Marinković, Miranda Marinković

**Description of the action:**

The campaign aims to create opportunities for employment of young people with disabilities through public advocacy campaign that will be realized in Niksic and Bijelo Polje. The target group is employers who are not sensitive enough and who do not believe that people with disabilities can be useful members of society. There are many prejudices among the citizens and also with the target group itself that do not know their rights. The campaign consists of:

a) project team meetings  
b) communication with employers  
c) development and design of promotional materials  
d) information sessions for target group  
e) press conference
The European Commission is the EU’s executive body.