

Energy Efficiency

in Municipal Associations

EeMA

LOBBYING AND ADVOCACY
STRATEGY ON ENERGY
EFFICIENCY FOR ASSOCIATIONS
OF MUNICIPALITIES IN SEE
COUNTRIES

LASEE

IT IS OUR RIGHT TO LOBBY – WE WILL USE IT 100%!

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Disclaimer

The information, interpretations and conclusions in this brochure represent the opinions of the authors and do not necessarily reflect the position of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

INTRODUCTION

The regional project *Energy efficiency in Municipal Associations (EeMA)* supports cooperation between Associations of Municipalities (AoMs) from SEE countries: Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, and Serbia which have expressed their readiness and dedicated their efforts to strengthening their cooperation in the field of energy efficiency, renewable energy sources and significant reduction of carbon emissions.

The EeMA project is financed and supported by the German Federal Ministry for Economic Cooperation and Development (BMZ) and the Government of Switzerland, and it is implemented through the Open Regional Funds for Modernization of Municipal Services and Energy Efficiency of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

The aim of regional cooperation is exchange of knowledge and experiences relevant for the introduction of measures for improving energy efficiency and reduction of CO₂ emissions in SEE countries. Promotion of energy efficiency measures and the investment of efforts in increasing public awareness on energy efficiency (EE), as well as joint appearance of AoMs at regional and international events, contribute to strengthening their role.

As the final result of the joint work of all project partners and through the use of a regionally developed common methodology, development of the Lobbying and Advocacy Strategy on Energy Efficiency for Associations of Municipalities in SEE Countries – LASEE was concluded. LASEE is a specialized type of strategic plan to outline activities that AoMs in SEE countries can undertake in order to secure support from national authorities and other key stakeholders to empower and develop sustainable energy and energy efficiency in SEE municipalities. The LASEE Mission is to increase the scope of influence to improve policies and achieve structural change in energy efficiency as a key area for economic development of SEE municipalities that will consequently lead to economic development at the national level.

The main LASEE principle is that AoMs need a clear and straightforward lobbying strategy on EE to be able to work strategically and to divide responsibilities and tasks in order to achieve the best results.

Successful implementation of LASEE will strengthen AoMs in developing the best ways of engaging with all stakeholders and motivating them in building Sustainable Energy Municipalities in SEE countries as the imperative of sustainable development.

Herewith we would like to thank all who actively supported and gave their valuable inputs for LASEE.

Vesna Kolega

Dubravka Bošnjak

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LIST OF ABBREVIATIONS

- AA** - Advocacy Arena
- AoM** - Association of Municipalities
- BEF** - Baltic Environmental Forum Germany
- DOOR** - Society for Sustainable Development Design
- EE** - Energy Efficiency
- EU** – European Union
- GE** - Gender Equality
- GEI** - Gender Equality Index
- GEM** - Gender Equality Marker
- GIZ** - Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
- ORF EE** - Open Regional Fund for South East Europe - Energy Efficiency
- GM** – Gender Mainstreaming
- LAAP** - Lobbying and Advocacy Action Plan
- LASEE** – Lobbying and Advocacy Strategy on Energy Efficiency
- LEEAP** - Local Energy Efficiency Action Plan
- LGA** - Local Government Authority
- MP** - Member of Parliament
- NA** – National Authority
- OECD** - Organization for Economic Cooperation and Development
- PDI** - Public dialogue on the Sustainable Use of Energy in SEE initiative
- PP** – Public Participation
- RES** - Renewable Energy Sources
- SEA** - Sustainable Energy Ambassadors
- SEAP** - Sustainable Energy Action Plan
- SED** - Sustainable Energy Development
- SEE** – South-east Europe
- SEM** - Sustainable Energy Municipality
- SUMP** - Sustainable Urban Mobility Plan

WHAT IS ADVOCACY AND LOBBYING?

The main objective of strategic lobbying and advocacy is to influence decision-makers in order to promote and improve the position of a certain group¹. Decision-makers can be politicians and policy-makers, as well as specific interest groups and stakeholders. Advocacy and lobbying as an integral and important part of community engagement is an important activity that encourages people to evolve their thoughts and perceptions about their place and role in the community, and understand that they have certain rights they can use in a very active form. Eventually these processes encourage people to challenge the traditional roles of government and society, but also to understand that all parties have rights as well as responsibilities². Advocacy and lobbying are activities that do not exclude but rather complement each other and can be developed in parallel.

Common **Advocacy** methods are often used to enforce changes by making demands. Most of the time these methods are primarily used to *send out* information to get a specific message across, or to mobilise people in order to soften the position of a particular decision-maker.

Examples of common **Advocacy** /Advocacy campaigns:

- Demonstrations
- Petitions
- Press releases - press conferences
- Newspaper articles, columns
- Social media
- Blogging
- Media campaigns
- Lawsuits

Lobbying is a specialized form of advocacy. It is a strategic, planned and informal way of influencing decision-makers.

Examples of **lobbying**:

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

Characteristics of successful lobbying:

- Open (two-way) communication
- Influencing by linking the interests of different stakeholders
- Creating win-win situations and investing in long-term relationships with decision-makers

1 Manual on Lobbying and Advocating, ICCO, June 2010, available at: <http://www.icco.nl/Portals/1/Documenten/Lobby%20and%20advocacy%20guidelines.pdf>

2 Shire of Mundaring Lobbying and Advocacy Strategy, Prepared by Stephanie Iredell, Access Advisor, Shire of Mundaring July 2011, Updated October 2013; available at: <http://www.mundaring.wa.gov.au/>

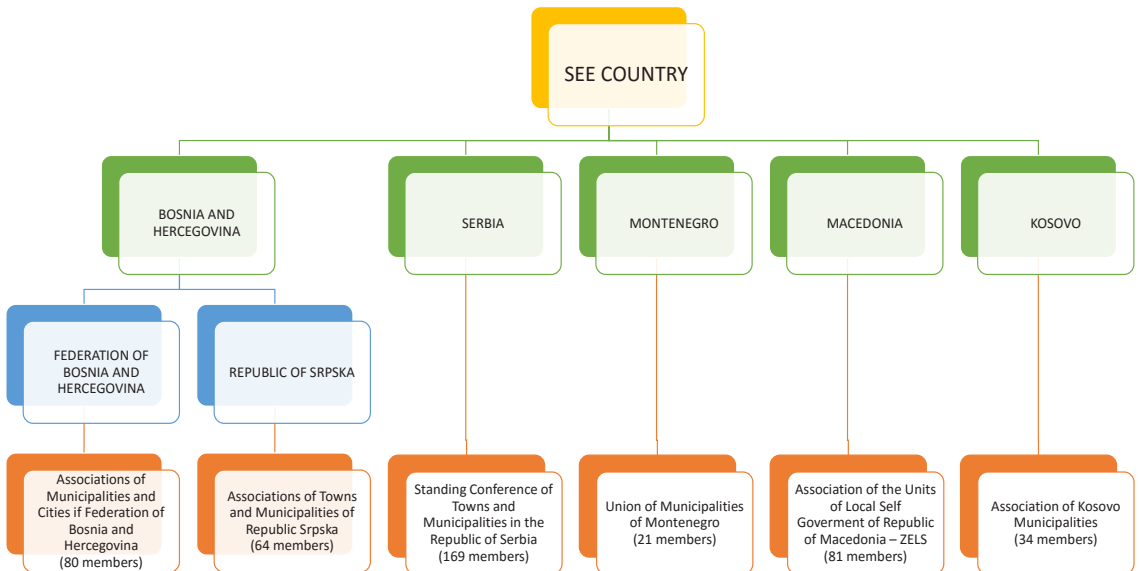
LASEE VISION AND MISSION

The overarching Vision of the Lobbying and Advocacy Strategy on EE (LASEE) is to support AoMs in SEE countries in influencing national governments in order to advance and improve conditions for development of energy efficiency and sustainable energy management in SEE cities and municipalities.

The main Mission of LASEE is to increase the scope of influence to improve policies and achieve structural change in the energy efficiency sector as a key area for economic development of SEE municipalities that will consequently lead to economic development at the national level.

LASEE is a specialized type of strategic plan which outlines activities that AoMs in SEE countries (Figure 1) can undertake to secure support from national authorities and other key stakeholders in order to empower and develop sustainable energy and energy efficiency in SEE municipalities.

Figure 1: AoMs in SEE countries



LASEE METHODOLOGY AND OBJECTIVES

Proactive advocacy and lobbying should be one of the primary strategic objectives of AoMs to accomplish their missions and obligations in relation to their members. For the AoMs, advocacy and lobbying are an area of interest, especially due to the fact that municipalities are consistently accepting competences and responsibilities from the central level and, in many cases, their capacities to exercise them effectively have not been sufficient. It is important for representatives of municipalities to have opportunities to express their position on certain issues of interest to municipalities through AoMs. However, this articulation of interests should be more structured and coordinated, so that messages to be communicated shall have a greater impact on decision makers³.

In terms of public advocacy, it is necessary to undertake additional actions so that public opinion as well as public policies can be strongly influenced. Public awareness of the actions and initiatives that are undertaken by AoMs, and eventually the need to intervene in EE legislation, are aspects to be addressed with more energy. While lobbying should be used as a tool to make necessary changes, in reality public advocacy is a larger umbrella that covers a diverse range of activities to promote policy change, whether through formal or informal channels. Communication with development partners is another point where an AoM can assist municipalities in improving the quality of public services, improve their performance and lobby for their interests in this dynamic environment, simply by using existing cooperation with those partners.

Through successful LASEE implementation, AoMs will support achievement of the following objectives⁴:

- Further alignment of the legal framework with EU acquis in the energy sector of SEE countries;
- Creation of regulatory and financial conditions for more extensive implementation of energy efficiency and renewable energy projects at the local level;
- Reduction of energy dependence, energy intensity, environmental impacts and climate changes, and an increase in the security of energy supply through the implementation of energy efficiency measures, introduction of energy management and utilisation of renewable energy sources;
- Raising awareness and capacity at all levels about the importance of rational energy management in SEE countries;
- In cooperation with stakeholders at the national level and those from civil society organizations, AoMs will continue to promote the efficient use of energy and the use of renewable energy sources at the local level, with the aim to enhance the local-level decision-makers' awareness about how important these issues are for local communities;
- Adoption of energy management related plans at the local level and the preparation, implementation and monitoring of energy efficiency projects and the use of renewable energy sources;

³ Association of Kosovo Municipalities: STRATEGIC PLAN OF THE COLLEGIUM FOR PUBLIC SERVICES 2014-2017, Pristina, September 2013

⁴ Strategic plan of the Standing Conference of Towns and Municipalities (SCTM) 2014 -2017, Beograd, December 2013

- Introduction and operationalization of the energy management system at the local level as one of key tools for streamlining energy production and consumption at the local level;
- Developing template local documents and strengthening the capacity of towns and municipalities to introduce and apply Sustainable Energy Management;
- Empowerment of Gender Equality principles.

LASEE is based on the following fundamental principles:

- Cover a longer period of time, long enough for sustainable change to take root and materialize
- High ambition level needed with a clear vision, mission and targets
- Gender mainstreaming as the imperative of sustainable energy development in SEE countries
- Identify all stakeholders
- Address the stakeholders
- Take into account changes in society, demographics, political, economic and energy circumstances
- Integrate sustainable energy development within health, safety, access, comfort, waste and broader societal goals
- Include flexible, creative thinking beyond what has been tried before
- Include monitoring and evaluation processes
- Collaborate with all stakeholders to deliver success

AoMs' ROLES IN LASEE⁵

The key function of any local self-government association is to represent and advocate the interests of its membership. The future period will set some serious challenges in front of local self-governments in SEE countries, and therefore this function of AoMs gains additional significance. The problems are many: the legal framework for the local self-government system is still not fully in place, while the existing regulations are not being fully applied; higher levels of government do not fully acknowledge the importance and role of local governments; they also do not completely and consistently observe the division of powers between different levels of government and the relevant legislation. Furthermore, the need for reforms in many areas is of particular importance for local governments (local self-government funding; local economic development; environment protection; regulatory reform; systemic issues related to the functioning of local self-government; concessions and assets belonging to local self-governments, etc.). Therefore, the AoMs' roles in initiating and articulating reforms in these areas can and should be very pronounced. The advocacy and lobbying function will be of particular importance in the context of the process of SEE countries' accession to EU. Local authorities should be far more involved into this process, within which a large number of regulations will necessarily be adopted or amended, to be applied at the local level. It is therefore of utmost importance that each AoM articulates the common interests of local self-governments and represents them in these processes.

⁵ AMCFBIH Development Strategy 2015-22, Sarajevo, October 2015

Bearing all this in mind, each AoM should define the following **strategic objectives** for the development of its function of Advocacy and Lobbying:

- I. Improved interaction with AoMs' members and their active participation in discussing and defining common interests
- II. Development and use of an analytical and systematic approach in advocacy activities
- III. Improved status and visibility of each AoM as a representative of interests of cities and municipalities in the processes of devising policies and legislation

I. Improved interaction with AoMs' members and their active participation in discussing and defining common interests

In order to provide for a more complete interaction with its members and encourage their participation in advocacy and lobbying, an AoM should intensify its efforts aimed at organizing different types of thematic events gathering local self-government representatives in order to analyse the situation in certain areas, establish a common understanding on their interests and standpoints, and launch initiatives aimed at resolving different problems of interest for local self-governments. The mechanisms for monitoring the implementation of policies and regulations at the local level in cooperation with its members should be improved. Special attention should be paid to further strengthening of the statutory bodies – the General Assembly, the Presidency and the commissions, as well as to the existing and new networks of municipal experts (secretaries of municipal administrations, experts in EE, Sustainable Energy Municipality (SEM), EU financial instruments, etc.), in order to identify problems and define the needs related to the implementation of legislation and policies in certain areas. Thematic sessions as well as other types of events should be convened in order to reach a common agreement on standpoints and initiatives of local self-governments. An AoM should, furthermore, conduct annual member surveys in order to gain a reliable foundation for the formulation of views and initiatives to be advocated and lobbied for.

Main **activities** are the following:

1. Regular meetings of the General Assembly, the Presidency, commissions and networks within the AoM, as well as the continuous collection and processing of individual initiatives of members;
2. Establishment of new networks within the AoM;
3. Annual surveys on the needs of towns and municipalities related to the AoM's major programming areas and on members' views on advocacy priorities;
4. Organizing events (conferences, round tables, focus groups, workshops, etc.) in order to discuss the issues of importance for the local self-governments.

II. Development and use of an analytical and systematic approach in advocacy activities

A coherent and legitimate representation and advocating of membership standpoints, especially in terms of urgent issues and unpredicted moves of higher levels of government, requires that each AoM should develop a LASEE as a framework program, a platform that would serve as a guiding document in the processes of advocacy and lobbying in the field of energy efficiency and sustainable energy municipalities, and - deriving from such a framework document – a number of Lobbying and Advocacy Action Plans (LAAPs) as specific platforms, documents that would define Association's main views and standpoints on the main issues of EE and SEM. Special attention should be paid to the analysis of needs, opportunities and capacities of local authorities to adapt to demands arising from the process of EU integration in primarily energy and environment areas, but also in other areas such as public administration, agriculture and rural development, public procurement, entrepreneurship and employment, etc.

Main **activities** are the following:

1. LASEE development and successful implementation as a framework program document of the AoM dealing with energy issues;
2. Development and successful implementation of LAAPs as specialized program documents dealing with specific tasks;
3. Regular biennial survey on the energy situation in local self-governments primarily on EE and SEM;
4. Survey on the state of affairs in energy and environmental areas of interest for local self-government in connection with EU accession.

III. Improved status and visibility of each AoM as a representative of interests of cities and municipalities in the processes of devising policies and legislation

The degree and quality of AoM's relations with higher levels of government is still not satisfactory; higher levels of government do not consistently include and consult AoMs in the decision-making processes regarding the position, responsibilities and needs of towns and municipalities. In order to improve their position before the higher levels of government in the coming period, AoMs should focus their activities in two directions. Firstly, being active through public advocacy and lobbying with the need to consult local authorities in the decision making and legislative processes affecting local self-governments, based on the analysis of the current situation in this area. This should be followed by proposals to higher government levels in terms of further reform of the legal framework and practice of consultations with local authorities. The second course of action should be aimed at offering solutions for current problems and difficulties faced within the local self-government system. To this end AoMs should invest efforts to develop program documents, policy proposals, model laws and by-laws regulating specific areas of local self-governments' work in the fields of energy and environment. Efforts should be made to improve the level of communication with Parliaments, Governments and relevant ministries in order to establish regular periodic

meetings, information sessions and presentations with AoMs' representatives, where specific issues of interest to local authorities would be discussed. Such meetings and exchanges will also contribute to a more successful implementation of the decisions made by higher government levels.

Main **activities** include:

1. Active and public advocacy of the need for consultations with local authorities in decision-making processes affecting local self-governments;
2. An analysis of the current state of the process of consultations with local authorities in the SEE countries;
3. Developing and advocating the initiative for reform of the legal framework related to the practice of consultations with Association and local authorities, and the establishment of permanent bodies (forums) for such consultations;
4. Development of policy documents, policy proposals and model laws and other regulations of interest to local self-governments, to be proposed to higher governmental levels;
5. Initiating establishment of the "Group of MPs - Friends of Local Self-governments" before the Parliaments;
6. Convening regular periodic meetings and other types of events gathering representatives of AoMs and relevant ministries in order to review current and systemic issues related to local self-governments, in order to support the implementation of EE policies and regulations; preparing and organizing such meetings.

20 LASEE GOLDEN RULES

Lobbying is an art form, rather than science, so there is inevitably an element of judgment in what follows and, of course, the precise nature of activity will vary depending on the issue and the political forum where the lobbying is taking place⁶.

20 LASEE Golden Rules that AoMs should follow⁷:

1. Research the facts

The best lobbying is always based on accurate, up-to-date information and on a well-argued case, founded on credible evidence, and delivered to the right audiences in the right tone of voice at the right time.

2. Agree on the objective

Although this may sound like stating the obvious, it is a step surprisingly often omitted, with inevitably bad results down the track. Effective lobbying depends on the message being simple, consistent and realistic, and all the options need to be considered at the beginning of the process.

3. Put the case in writing

Although a lobbying campaign will usually involve face-to-face meetings, there is no chance of success unless politicians and officials can review the case in writing. It needs to be expressed with clarity, avoiding jargon and, in the case of politicians, with brevity (ideally, not more than one side of A4). Officials, by contrast, will need technical detail to help them consider the exact nature of possible solutions to a problem.

4. Identify allies

Some campaigns may succeed through the sheer weight of the argument, but the reality of life is that decision-makers will usually also weigh the balance of forces aligned on different sides of an argument. Therefore, a campaign is more likely to succeed when working in partnership with others, who share similar goals. If you can persuade an important think-tank to advance your argument and to air it in the media, you will have made a significant advance.

5. Adopt an appropriate tone of voice

Be respectful and courteous, but also straightforward and clear. You need to remember that, while you have the right to make your case, politicians and officials have a duty to decide in the public interest. Equally, they need to remember that they are the servants of the public, not the masters, and that they have a duty to carefully consider representations from those affected by their decisions.

6. Make your friends before you need them

It is human nature that we are more responsive to requests for help from people that we

⁶ Michael Burrell: A Specially Commissioned Report: Lobbying and the Media: Working with Politicians and Journalists, Published by Thorogood 10-12 Rivington Street London EC2A 3DU, 2001

⁷ Available at: <http://www.lobbying.ru/Dokuments/Lobbying.and.theMedia.1854182404.pdf>

already know, and politicians and officials are only human. So try to get to know individuals whom you judge may be in crucial positions before they get there. One of the most valuable functions that a consultancy can perform is to advise you on just who these 'rising stars' are.

7. Choose your moment

But remember that lobbying needs to be on time to influence events; there is no point in taking action when the die is already cast.

8. Remember what motivates politicians

Invariably, a desire to hold their seats. A politician will normally agree to meet because he anticipates that you will provide him with information that will enable him to do his job better, and perhaps to shine as a result.

9. Link your concerns

On occasion your issue will be right at the top of the political agenda and you will have no trouble commanding attention, but much more frequently you will need to think carefully about how best to link your concerns with a political debate that is already taking place.

10. Tell the truth

When the outcome of a political decision is of crucial importance to you, it may be tempting to bend the truth at the edges to avoid uncomfortable facts and to put the best gloss on the weaker elements of your case. Don't. Don't because you shouldn't and don't because, more often than not, your uncomfortable relationship with the truth will be exposed and you will thereafter lose all credibility.

11. Ask for help

Another statement of the obvious, surprisingly often ignored. If a politician or an official has agreed to meet you, it will be because they believe you have a case to make. They will listen to your exposition of the facts, but, given the nature of their jobs, their primary interest will be in what you would like them to do about it. So don't be shy: tell them.

12. Listen and watch carefully

This will help you to conclude where your points are hitting home and where your case is perceived to be weak.

13. Respond promptly to requests for more information

14. Be selective but not too selective

Identify the officials who have responsibility for your issue but remember that most issues are inter-departmental and most decisions collegiate.

15. Be persistent

Politicians the world over will often tell you that their case would best be served by not rocking the boat. Ignore them. They are trying to arrange the world for their convenience, but you have a right to be heard. Equally, you should not embark on a campaign that you don't

intend to follow through to the end. Once you have put an issue on the agenda, officials will follow through and if you fail to do so as well, the results could be disastrous.

16. Obey the civil servants rule

Never under-estimate the importance of officials, as opposed to politicians. Of course, determined politicians (a relatively small group) can change the world, but on many issues where lobbying takes place, the real power rests with officials. They draft the reports. They make the recommendations. They set the agenda. Get them on your side and you will usually be successful. Fail to convince them and you are very unlikely to succeed.

17. The devil is in the detail

Infrequently, you will be lobbying on a big picture point where the decision will be black or white, success or failure. Far more often, you will be looking at shades of grey, and then attention to detail will be vital. It may all turn on whether the clause says 'and' or 'or'. So pay attention.

18. Be discreet in victory

The important thing is to win, not to be seen to have won. If the system takes what you consider to be the right decision, let it take the credit.

19. Consider media involvement

Be sure to evaluate the benefits and risks for and against talking to journalists.

20. Include Gender Equality perspective

Be aware of the GE principle and integrate it whenever and wherever you can.

THREE INITIAL STEPS TO SUCCESSFUL LASEE

Although LASEE is primarily addressed to decision makers (national and local authorities in SEE countries responsible for energy, particularly EE), it is of great importance to include other stakeholders. Furthermore, it is very important to mention that without public participation (PP) there is no success story.

The most important steps to achieve the lobbying objectives are the following:

- I. Identification and successful approach to relevant decision makers;
- II. Preparation of AoM and establishment of supporter network;
- III. Identification of other stakeholders.

I. Identification and successful approach to EE decision makers

The first step is to choose those decision-makers who have the power and influence to change the policy related to EE objectives.

4 main questions to be asked:

- 1) Who is responsible?
- 2) Who are the decision-makers that may solve the problem?
- 3) Whom do we want to influence?
- 4) Who needs to change something and when is the most opportune moment to accomplish that?

Often there are persons who are not official decision-makers, but who have a lot of influence on decision-makers. For any lobby and advocacy campaign to be successful, it is essential to find out the positions, interests and needs/motivations of the decision-makers we are trying to influence.

Personal gain, incompetence or lack of awareness may hamper the desired change. Access to such information may help the targeting of our message and/or “educate” the right people and turn them around to our point of view. This will serve to enhance our future influence. Before trying to persuade anyone of the rightness of our cause or objective, we should try to develop a meaningful and insightful relationship with him or her. In the end, a decision-maker is a person and not an institution or structure.

In addition, it is very important to analyse the personal motives of a decision-maker and see how we can appeal to the personal drives of the person we want to influence.

One of the classical tools is to distinguish between the positions (i.e. concrete demands) held by the decision-makers and their underlying interests and needs. Having in mind the index of corruption in Western Balkans countries, it is essential to be aware of corruption and the possibility of being co-opted when becoming more involved with decision makers. It is imperative to avoid corruption and bribery. Lobbying and advocacy is about establishing long-term relationships, and so quick fixes are not what we are looking for. We will merely strengthen the position of corrupt decision-makers if we go along with them, so we should

focus on fair and transparent decision-makers, and provide them with the information they need to fight corruption.

An effective lobbyist must make sure he/she is aware how decision-making processes relating to their lobbying and advocacy objectives run in all relevant political arenas. These may include the national parliament, the appropriate national ministries, the EU level, national embassies and diplomatic posts, etc. Knowing how decisions are arrived at (e.g. having detailed information on the procedures that are being followed in the national parliament, the EU, etc.) will help us not only to focus our stakeholder analyses, but also to identify the decision-makers that matter. This will contribute to our overall effectiveness.

Obviously, the timing of lobbying activities is essential. It is therefore important to find out in which phase the decision-making process stands in relation to our lobby objective. Generally, it is to distinguish four phases in the decision-making process: the initial phase, the analytical phase, the formal decision-making phase and the implementation phase. Decision-makers require information tailored to each of these phases (research data, experiences from the field), as well as assistance to generate sufficient public and political support for their decisions. Lobbyists should place themselves in a position to offer the required information and support at the right time, i.e. in the right phase of the decision-making process. Presenting results and recommendations from a research project after Parliament has already taken its decision serves no purpose and will only irritate the people concerned. Such findings should be presented at an earlier stage when decision-makers are looking for direction and policy alternatives.

The chances to influence are highest in the initial phase of the decision-making process. This is because the issue is not yet (or has just been put) on the political agenda, and there are still many opportunities to get the point across. In the analytical phase, information and facts will increasingly be put forward, making it more difficult to change the opinion of the people concerned. Chances are lowest at the moment of formal decision-making: generally decision-makers do not like to change their position at this point in the process (they would appear to suffer a loss of face). In the implementation phase, new stakeholders generally come into play, which means new opportunities for influencing implementation of the decision made. However, the overall conclusion must remain that it is always best to seek early influence. Regarding visibility of the influencing process, it is highest at the moment of formal decision-making (often related to high media coverage by the decision-maker). However, a lobbyist is often looking for less visibility as this might help to seek out suitable alternatives and win-win situations without the risk of stakeholders and decision-makers "losing face".

II. Preparation of AoMs and establishment of supporter network

In order to gain more knowledge and control over LASEE, AoMs should take some preparatory actions starting with an assessment to help get a better idea of the current organizational situation and of the actual resources available for lobbying. Such assessment can provide a better feeling of possible outcomes, whether positive or negative.

The most effective way to influence is to become proactive. This means trying to influence decision-makers as early in the process as possible.

In order to do so, the AoM should:

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

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

III. Identification of other key stakeholders

As lobbyists, AoMs need to get an overview of all stakeholders working on their lobby objectives: friends, neutrals and opponents. These constitute the so-called Advocacy Arena. AoMs should follow actions of the stakeholders as they may support/strengthen their lobby (allies) or start a counter lobby (opponents). Moreover, the neutrals are of particular interest as these may be influenced in such a way that they become allies. Gaining a better insight into the positions and capabilities of these stakeholders may help us improve LASEE significantly.

Important **questions** to be raised are:

- Who are the other important stakeholders (in addition to the decision-makers)?
- Are there other groups or persons that may undermine what we want to achieve or state?
- If so, what are their reasons and arguments?
- Can other networks be identified with which AoMs may collaborate?

The next step is the development of a stakeholder map and determination of whether each stakeholder falls into the “friend”, “neutral” or “opponent” category in relation to the AoM’s lobbying objectives. It is also in the interest of the AoM to find out for each listed stakeholder the following information:

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

In addition, AoMs should consider following **assessment**:

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

The grid should allow AoMs to identify the key stakeholders, their positions and influence regarding a specific issue. It will help AoMs to identify which stakeholders achieve the best results. Perhaps most importantly, this assessment will allow AoMs to identify stakeholders' positions and their influence that AoMs are not familiar with. These entities should be contacted, as they are potentially interesting stakeholders to be included in LASEE.

LASEE KEY STAKEHOLDERS

According to their roles in the whole energy transition process with stress on energy efficiency and development of sustainable energy cities and municipalities, the key stakeholders in SEE countries can be divided into 5 main categories:

- A. Influential international and national stakeholders
- B. National decision-makers (politicians and officials)
- C. Media
- D. NGOs and other supportive organizations
- E. General public

A. Influential international and national stakeholders

Some of the most influential international and national stakeholders in SEE countries (alphabetical order)⁸:

- ALTER-Net - the Long-Term Biodiversity, Ecosystem and Awareness Research Network⁹
- APS - Academy of Political Studies in Albania
- BFPE - Belgrade Fund for Political Excellence
- Central and Eastern European Network for Gender Issues (CEE Gender Network)¹⁰
- Cities Climate Leadership Group - C40¹¹
- Council of European Municipalities and Regions - CEMR¹²
- CRPM – Centre for Research and Policy-Making in Macedonia

⁸ More info about stakeholders available in EeMA Sustainable Energy Roadmap for AoMs in SEE countries, available at: <http://uom.me/en/wp-content/uploads/2016/01/Roadmap-for-Sustainable-Energy-Municipalities.pdf>

⁹ More information on: <http://www.alter-net.info/>

¹⁰ More information on: <https://ceegendernetwork.wordpress.com>

¹¹ <http://www.c40.org><http://www.c40cities.org/>

¹² More information on <http://www.ccre.org/>

- EC Directorate General for Energy¹³
- EC Directorate General for Environment
- ECNC-European Centre for Nature Conservation¹⁴
- ECRAN - Environment and Climate Regional Accession Network¹⁵
- EEA - European Environment Agency¹⁶
- ENVSEC - Environment and Security Initiative
- ESDN – European Sustainable Development Network¹⁷
- ESDN – European Sustainable Development Network¹⁸
- European Association of local authorities in energy transition - Energy Cities¹⁹
- GEF - Global Environmental facility²⁰
- GIZ - Deutsche Gesellschaft für Internationale Zusammenarbeit Open Regional Funds for South East Europe²¹
- ICLEI Local governments for sustainability²²
- International Financial Institutions: EIB, WBiF, EBRD, KfW, World Bank, etc.
- JICA - Japanese International Cooperation Agency
- NALAS - Network of Associations of Local Authorities of South-East Europe²³
- Network of European Metropolitan Regions and Areas - METREX²⁴
- Network of major European cities - EUROCITIES²⁵
- OECD Network on Gender Equality (GENDERNET)²⁶
- PEEN - Pan-European Ecological Network
- PIPS – Prishtina Institute for Political Studies
- RENA - Regional Environmental Network for Accession - a platform for Ministers of Environment from the Western Balkan countries and Turkey²⁷
- SDC Swiss Agency for Development and Cooperation
- SDR – School of Democratic Leadership in Montenegro
- SEE.NET - South East Europe Network for Energy and Transport²⁸
- SIDA - Swedish International Development Agency
- SPS - School of Political Studies in Bosnia and Herzegovina²⁹

13 More information on http://ec.europa.eu/dgs/energy/index_en.htm

14 ECNC has its head office in Tilburg. A regional office for Central and Eastern Europe, the Caucasus and Central Asia in Zagreb, Croatia, is currently in the process of establishment. ECNC is also served by Centro Mediterráneo in Barcelona, Spain. Both regional offices are being converted into offices of the ECNC Group, More information available on: www.ecnc.org

15 More information on: www.ecranetwork.org

16 More information on www.eea.europa.eu

17 More information on: <http://www.sd-network.eu>

18 More information on: <http://www.sd-network.eu>

19 More information on <http://www.energy-cities.eu/>

20 More info on <https://www.thegef.org/gef/whatisgef>

21 More information on www.giz.de

22 <http://www.iclei.org/>

23 More information on www.nalas.eu

24 More information on <http://www.eurometrex.org/>

25 More information on <http://www.eurocities.eu>

26 <http://www.oecd.org/dac/gender-development/about-gendernet.htm>

27 More information on: www.renainetwork.org

28 SEE NET is initiated and created within the scope of the EC funded project "Networking and Capacity Building of environmental NGOs to Increase Energy Efficiency and Renewable Sources of Energy in Western Balkans" which is coordinated by regional partners Zelena akcija – FoE Croatia, Center for Environment, Bosnia and Herzegovina and Front 21/42, Macedonia; More information on: <http://www.see-net.net>

29 More information on: <http://www.coe.int/t/dgap/sps/>

- Sustainable Cities and Towns Campaign - ESCT Campaign³⁰
- UNDP - United Nations Development Programme³¹
- UNEP- United Nations Environment Programme³²
- UNIDO - United Nations Industrial Development Organization³³
- USAID - United States Agency for International Development³⁴

B. National decision-makers (politicians and officials)

Bosnia and Herzegovina

The most influential decision-makers on energy and environmental protection at state level are:

- The Ministry of Foreign Trade and Economic Relations
- The Ministry of Finances and Treasury

The relevant influential authorities and institutions in the Federation of BiH are:

- Federal Government
- Federal Parliament
- Federal Ministry of Foreign Trade and Economic Relations
- Federal Ministry of Energy, Mining and Industry
- Federal Ministry of Physical Planning
- Federal Ministry of Environment and Tourism
- Federal Ministry of Justice
- Federal Ministry of Agriculture, Water Management and Forestry
- Environmental Fund of the Federation of BiH³⁵

In the Republic of Srpska, national authorities in charge of energy are:

- Republic of Srpska Government
- Republic of Srpska Parliament
- Ministry of Industry, Energy and Mining
- Ministry of Economy
- Ministry of Administration and Local Self-Governance
- Ministry of Transport and Communications
- Ministry of Finance
- Ministry of Spatial Planning, Reconstruction and Ecology
- Ministry of Education and Science
- Ministry of Agriculture, Forestry and Water Management
- Fund of environmental protection and energy efficiency of the Republic of Srpska³⁶

³⁰ More information on <http://www.sustainablecities.eu/>

³¹ <http://www.undp.org>

³² <http://www.unep.org/>

³³ <http://www.unido.org/unido-united-nations-industrial-development-organization.html>

³⁴ <https://www.usaid.gov/>

³⁵ More information on: <http://www.fzofbih.org.ba/>

³⁶ More information on: <http://www.ekofondrs.org/>

Kosovo

Relevant decision-makers on energy and environmental protection are:

- Kosovo Government
- Kosovo Parliament
- Ministry of Economic Development
- Ministry of Local Government

Macedonia

Relevant decision-makers on energy and environmental protection are:

- Government of Macedonia
- Parliament of Macedonia
- Ministry of Economy
- Ministry of Finance
- Ministry of Agriculture, Forestry and Water Supply
- Ministry of Transport and Communications
- Ministry of Environment and Physical Planning
- Ministry of Education and Science
- Energy Agency

Montenegro

National decision-makers on energy and environmental protection are:

- Government of Montenegro
- Parliament of Montenegro
- Ministry of Sustainable Development and Tourism
- Ministry of Agriculture and Rural development
- Ministry of Economy
- Ministry of Finance
- Ministry of Interior

Serbia

In the Republic of Serbia, national authorities in charge of energy are:

- Government of the Republic of Serbia
- National Assembly of the Republic of Serbia
- Ministry of Finance
- Ministry of Education
- Ministry of Agriculture and Environmental Protection
- Ministry of Mining and Energy
- Ministry of Construction, Transport and Infrastructure
- Ministry of Public Administration and Local Self-government
- Energy Agency of the Republic of Srpska

C. Influential NGOs and other supportive organizations in SEE countries

List of NGOs and other supportive organizations in SEE countries include, but are not limited to (alphabetical order):

- CEDEF – Central European Development Forum
- CEE Bankwatch Network³⁷
- Center for Environment, BiH
- CPI - Public Interest Advocacy Center, BiH³⁸
- EFEKT - Network for Environmentally Friendly Energy, BiH
- Green Home, Montenegro³⁹
- MACEF - Macedonian Center for Energy Efficiency
- Network of Schools for Political Studies in SEE⁴⁰
- REC - Regional Environmental Center
- SEE Change Network

D. Influential Media players⁴¹ in SEE countries

REGIONAL LEVEL	
Web portals	www.aljazeera.com n1info.com (BiH, Serbia and Croatia) www.trt.net.tr/bosanski/content/Televizija-Trt
Technical topic relevant media	Balkan Green Energy News web portal – www.balkangreenenergynews.com www.energyobserver.com
TV stations	Al Jazeera Balkans (region) N1 (Serbia, Croatia, Bosnia & Herzegovina) TRT- Avaz (BiH, Albania)
Radio stations	Radio Slobodna Evropa

³⁷ More information on: <http://bankwatch.org/>

³⁸ More information on: <http://cpi.ba/>

³⁹ "Joint action plan for the ecological defense of Cemiriver and the sustainable environmental development of the cross-border area" started in January 2014. through partnership of Urban municipality of Tuzi and NGO Green Home from Montenegro, municipality of Kelmend and Hope from the future from Albania and Italian organization OpenCom Aps.
More information: <http://www.greenhome.co.me/>

⁴⁰ More info on: <http://publicdialogue-energy.org/>

⁴¹ All media are listed alphabetically

BOSNIA AND HERZEGOVINA	
Web portals	www.banjalukalive.com; www.blic.rs; www.buka.com; www.depo.ba; www.glassrpske.com; www.klix.ba; www.nezavisne.com; www.radiosarajevo.ba; www.slobodna-bosna.ba
Print media	Dnevni Avaz; Dnevni List; Euro Blic; Glas Srpske; Nezavisne Novine; Oslobođenje; Press RS; Večernje Novosti; Večernji List
TV stations	Al Jazeera Balkans, BiH; ATV; BHTV; BN; FACE TV; FBiH; Hayat TV; N1 BiH; OBN; PINK BH; RTRS; TV1
Radio stations	BH Radio 1; Radio Antena Sarajevo; Radio BN; Radio M; Radio Slobodna Evropa; Radio Stari Grad (RSG); RTRS
Magazines	BH Dani; Slobodna Bosna; Faktor; Istina; Respekt magazin
Media agencies	ANADOLIJA (Turkish MA: Regional Directorate for Balkans - Sarajevo); FENA; ONASA; SRNA

KOSOVO	
Web portals	http://botasot.info/ ; http://koha.net/ ; http://www.indeksonline.net/ ; http://zeri.info/ ; www.gazetaexpress.com ; www.kosova-sot.info ; www.telegrafi.com
Print media	Bota Sot; Gazeta expres; Koha ditore; Kosova Sot; Zeri
TV stations	KTV; RTK; TV Dukagjini; TV Klan; TV21
Radio stations	Radio 21; Radio Dukagjini; Radio Kosova
Magazines	Kosovarja
Media agencies	Koha net; RTK; RTV21

MACEDONIA	
Web portals	www.off.net.mk; www.on.net.mk
Print media	Dnevnik; Utrinski vesnik; Vest
TV stations	Macedonian Radio and Television; SITEL; Telma
Radio stations	Antenna 5; City FM
Magazines	Kapital; Lice V Lice
Media agencies	Media Print Macedonia

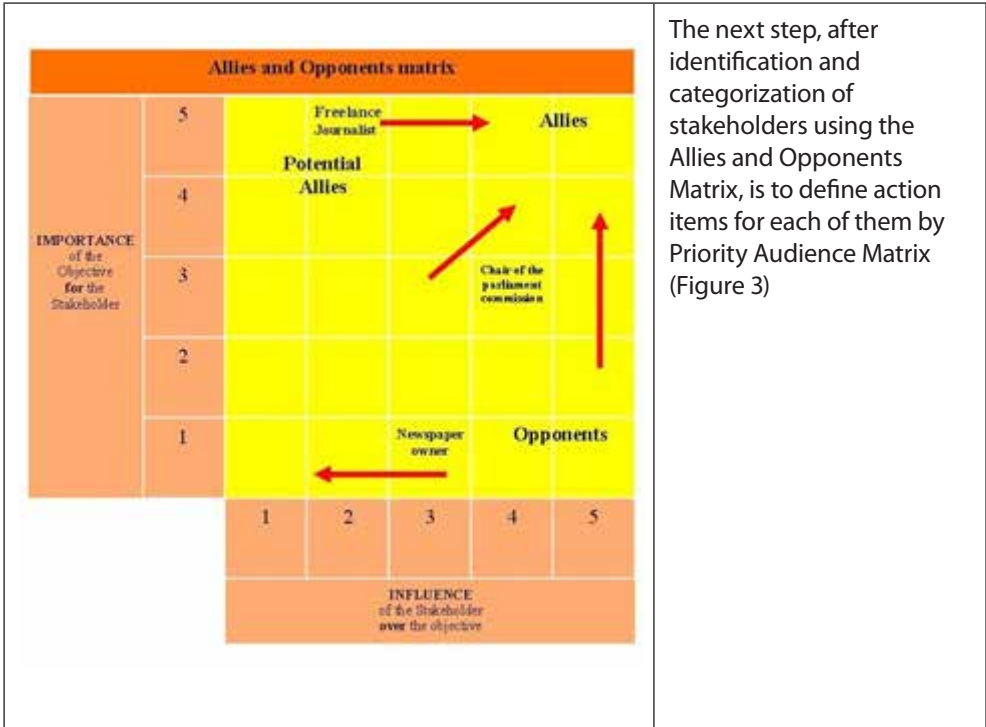
MONTENEGRO	
Web portals	www.cdm.me; www.portalanalitika.me; www.vijesti.me/tag/mediji-u-crnoj-gori-20966;
Print media	Dan; Pobjeda; Vijesti
TV stations	Prva TV; Radio televizija Crne Gore; RTV Vijesti; RTV Atlas
Radio stations	Radio Antena M; Radio Crne Gore
Media agencies	Mina

SERBIA	
Web portals	http://www.b92.net/; http://www.blic.rs/; http://www.istinomer.rs/; http://www.kurir.rs/; https://www.cenzolovka.rs/
Print media	Blic; Danas; Kurir; Politika; Vecernje novosti
TV stations	Al Jazeera Balkans; Pink; RTS; Studio B; TV B92; TV N1; TV Prva
Radio stations	JAT; Naxi; Radio Beograd; Radio S; Studio B
Magazines	Nedeljnik; Newsweek; Nin; Novi Magazin; Vreme
Media agencies	Beta; Fonet

LASEE STAKEHOLDERS ANALYSIS

List of LASEE stakeholders presented in the previous chapter is not exhaustive. There are a lot more interest groups who can support energy transition to EE in SEE countries. Due to very often limited efforts and time, it is essential to identify the most important ones for a specific task and situation. The best tool for identification of the most influenced stakeholders over AoMs' objectives, as well as the importance of the objective for the stakeholder (are they positive, neutral or opponents), is to perform a Stakeholders Analysis.

A Stakeholders Analysis is based on the Allies and Opponents Matrix that shows their influence and grade of identification with our goals (Figure 2).



The next step, after identification and categorization of stakeholders using the Allies and Opponents Matrix, is to define action items for each of them by Priority Audience Matrix (Figure 3)

Figure 2: Allies and Opponents Matrix

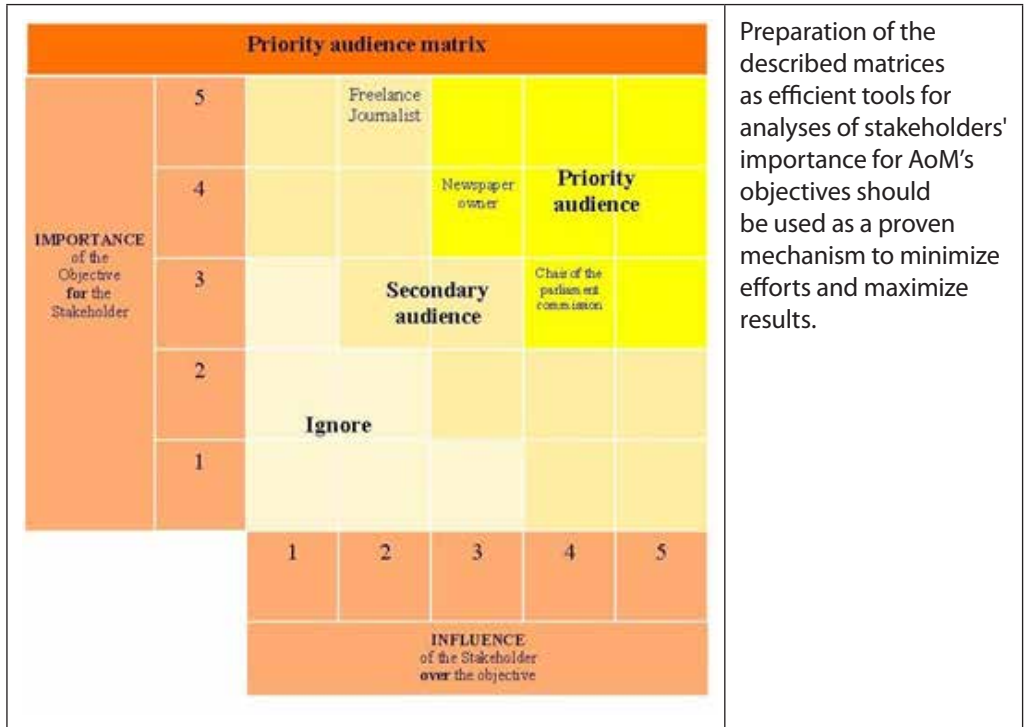


Figure 3: Priority Audience Matrix

HOW TO WORK WITH JOURNALISTS?⁴²

LASEE tools for media relations

Whether you are working with politicians, officials or journalists, you are dealing with human nature. Four C's – **care, clarity, common sense and courtesy** – will always stand you in good stead.

LASEE tools for media relations should include:

- Press release
- Press briefing document
- Press statement
- Questions and answers
- Press conference
- One-to-one briefing
- Contact building

⁴² Michael Burrell: A specially commissioned report: Lobbying and the Media: Working with Politicians and Journalists, 2001

How to prepare an efficient Press release?

Press release is the form that should be the basis of AoMs' communications with journalists, and the essentials of a good press release are easily stated. Start with a headline that encapsulates your key message and ensure that it is repeated in the first paragraph. Make your points starting with the most important and progressing to the least important. That way if your release is cut from the bottom upwards, as will often happen, it will continue to make sense wherever the cut-off point.

When composing a press release try to put yourself in the position of the key journalists who will be receiving it. Consider what points they are most likely to be interested in and include them in the release.

Avoid stating opinions as if they are facts. The standard way to convey opinions in a press release is to put them within quotation marks and most press releases will benefit from the inclusion of ready-made quotes.

Always provide telephone contact details and, if available, e-mail and fax numbers at the end of your release for those who will want to follow up with questions. Keep your press release brief and where you feel the need to include detail put this in 'notes to editors' after the main body of text. Where you have a web site, remember to keep this up-to-date with your most recent press releases. Before you send the press release out, give some careful thought to the questions that it is most likely to trigger from journalists and make sure that you are well prepared to answer them.

Press briefing document

A press briefing document does not announce a particular development, but rather conveys background information about your organization. Again, it should always include telephone contact details and, where appropriate, should both include your web site details and be posted on your web site. Although, in contrast to a press release, the information in a briefing document will be relatively timeless, it will need to be kept up-to-date. It will be a particularly useful tool for a journalist who is new to covering your subject.

Press statement

A press statement differs from a press release in that it is not prepared voluntarily and distributed, but rather prepared defensively and used in response to questions. There may well be occasions where you are not seeking publicity, but where you need to be ready to make a coherent response to inquiries. You probably hope that such a statement never needs to be used, but it pays to be prepared. Press statements should normally be brief and to the point.

Questions and Answers

When you are planning an announcement of some complexity or you have reason to anticipate hostile questioning, it makes sense to plan and try to anticipate the most likely questions and the most effective answers to them. Focus this preparatory work on the areas that you feel least comfortable about. If you expect a difficult press conference, it may well be worth holding a rehearsal 24 hours ahead of the real thing.

Press conference

A press conference should be held only when you have a very significant announcement to make. Journalists are generally busy people and will resent giving up time to attend a Press conference unless they get a really good story out of it. Even when you do decide to hold a press conference, consider calling it a press briefing; this both conveys the impression that you will be crisply imparting useful facts and conditions expectations about the numbers likely to attend (i.e. they will not be enormous).

When you do decide to hold a press conference try to give the media plenty of notice and remember the importance of both location and timing. The press conference should be held in a location that is convenient to reach, in a room that is neither too big nor too small, and at a convenient time (often this will mean late morning).

If time allows, make yourself available to individual journalists after you have closed the formal part of the press conference. This will give them an opportunity to pursue particular angles in which they have an interest and to which they don't wish to alert their colleagues. It also offers an opportunity for any broadcast journalists to interview you.

One-to-one briefing

A one-to-one briefing can be a very effective way of building a good relationship with individual journalists; it signals that you regard them as important to your organisation and it even more securely provides journalists with the opportunity to pursue lines of inquiry without being overheard by competitors. It also gives you the opportunity to convey background information unattributably – which is to say, that you are happy for the information to be used, providing that you are not revealed as the source. However, be careful. A journalist is entitled to assume that everything you say is on the record and available for quotation, unless you clearly indicate to the contrary.

Contact building and maintaining

It is human nature to be more sympathetic to people that we know than to complete strangers. It can therefore often be worthwhile investing some time in building relationships with journalists with whom you will have to deal in the future. Always make it clear, however, that this is exactly what you are doing – so that journalists will not be misled into believing that they are being given a story, as opposed to useful background information.

One great advantage of this kind of meeting is that it gives you, as well as the journalist, the opportunity to ask questions and to listen to the response. Many specialist journalists have an enormous fund of knowledge, which they will often readily share. Some of the most effective 'media handlers' are those who appreciate that meeting a journalist can be an opportunity to find things out, as well as to convey a message. Other advantage of this kind of contact building is that you will then be able to identify questioners at a press conference by name. It is a small point, but one that will generally appeal to a journalist's sense of self-worth.

FLAGSHIP LOBBYING PROJECTS IN SEE COUNTRIES⁴³



Public dialogue on the Sustainable Use of Energy in South East Europe Initiative (PDI) was launched in 2010 by members of the network of schools for political studies in South East Europe, under auspices of the Council of Europe, with support of the German Development Cooperation and its Open Regional Fund for South East Europe-Energy Efficiency (GIZ-ORF-EE)

The Belgrade Fund for Political Excellence (Serbia), School for Democratic Leadership (Montenegro) and Academy for Political Development (Croatia) in cooperation with NGO DOOR (Croatia) established PDI. In 2011 the Initiative was joined by the Academy of Political Studies (Albania) and Center for Research and Policy Making (FYR Macedonia), and finally in 2012 by the School of Political Studies (Bosnia and Herzegovina) and Pristina Institute for Political Studies (Kosovo).

The aim of the initiative is to foster capacity building and public dialogue on sustainable use of energy between representatives of parliaments, governments, the business sector, media and civil society, whereas the Network of Schools of Political Studies has an intermediary role.

While the states in the region of South East Europe have achieved relatively good progress in transferring legal standards and norms of the EU into their national legislation and policy, progress is much slower where the implementation of already adopted policies is concerned. That is why this Initiative deals with the creation of promotional platforms for establishing a public dialogue, and with building of capacities for the implementation of public policies, particularly in the EE field. Significant common actions in the area of energy efficiency can be achieved only by a strong political will, increasing visibility of the topic and awareness-raising of all parts of the community.

Creators of the Initiative are aware of the fact that awareness-raising necessitates an understanding of the specificities of measures and required technical and professional capacities, as well as the capacities of their application. Consequently, the creators of the Initiative implement, in their national environment, educational activities through the organization of professional and motivational seminars, gather representatives of different target groups and promote the exchange of opinions and attitudes among them, establishing a high-quality dialogue at the same time.

The first focus of the Initiative was strengthening the role of parliamentarians, as the elected representatives of citizens, through decreeing and monitoring the implementation of sus-

⁴³ More info at <http://www.publicdialogue-energy.com/>

tainable energy policies. At the same time the focus is on straightening of their coordination and establishing cooperation with other stakeholder groups (governmental, local level, NGO sector, business, media, etc.)

A major emphasis was on strengthening public and political dialogue within the partner countries. The Network of Schools for Political Studies organized numerous national events in all seven countries focusing on energy policy issues. As a result, parliamentary hearings have been organized covering the topic of energy efficiency and sustainable use of energy. In all seven countries hearings covering energy efficiency issues took place for the first time, indicating a step toward transparency in policy adoption and implementation in the field of sustainable use of energy. In some of them representatives of AoMs have participated.

In the future such dialogue platforms can be used for discussion about locally related energy issues.

GENDER EQUALITY AS ONE OF PRINCIPLES OF LASEE

One of purposes of LASEE is to promote empowerment of women and implementation of gender equality objectives into mainstream strategies, policies and programs in SEE countries. Gender-differentiated procedures and consistent efforts to ensure that women and men enjoy equal opportunities are among the features that should define the energy sector in SEE countries⁴⁴. Developing approaches to overcoming gender inequality calls for knowledge of imbalances in gender relations⁴⁵. Knowing about the impacts of change approaches is equally essential. Sound knowledge management helps to expand this know-how, placing special emphasis on processing good practices aiming to successful implementation of GE.

While the overarching legal and policy framework on GE in all SEE countries is in place, in practice, women do not enjoy de facto equal rights. More so, national Gender Action Plans receive limited attention and are insufficiently budgeted and implemented. This setting is, among others, one of many negative remnants of the more recent developments in the region. The relation between women and men in SEE countries has been significantly impacted by recent history and the governance responses entailed in post-conflict reconstruction, state-building, and accession to the EU⁴⁶.

How Can We Lobby for Gender-Sensitive Policies and Investments

Major dimensions of gender equality and women's empowerment refer to economic and political empowerment and awareness raising. At the national level, it is a given that where countries have adopted laws or programs to increase the number of women in parliament, women's concerns are given higher priority. Having in mind that all SEE countries have ratified the UN Convention on the Elimination of Discrimination Against Women (CEDAW) and also

⁴⁴ More information in EeMA: Sustainable Energy Roadmap for Association of Municipalities in SEE countries, Part 1

⁴⁵ GIZ Gender Strategy, March 2012

⁴⁶ Dolly Wittberger, PhD, ORF Energy Efficiency - Gender Assessment, December 2014

have laws on discrimination in place, it is always effective to refer to such when lobbying for gender equality in participation, representation and in general, when lobbying for equal opportunities and rights of both, women and men.⁴⁷

Research by Eurostep⁴⁸ and Social Watch⁴⁹ shows that commitment to gender equality in development cooperation are often not visible in other stages of the policymaking process, such as budgetary allocation, programming, implementation, and evaluation. Conscious about these omissions, the Organization for Economic Cooperation and Development (OECD) has developed a **Gender Equality Marker**⁵⁰ (GEM) as a mechanism to track how gender equality strategies are being implemented throughout the entire policymaking process of development assistance. It is recommended to refer to this in your lobby talks with aid agencies when aiming to make gender policies operational and more effective.

Social Watch developed the **Gender Equity Index (GEI)** to make gender inequalities more visible and clear. The GEI is based on available information comparable internationally. It allows for classification of countries and their ranking in accordance with a selection of gender inequality indicators as regards: education, economic participation and empowerment.

SEE countries have a long way to go to build an inclusive society⁵¹. The process requires a change of the mind-set of the people, an understanding of the territory as a fluid and open space where the destiny of one is related to the destiny of everyone else. It requires building a horizontal partnership against vertical hierarchical and ethnic decision lines. It requires citizens and civil society organisations to see themselves as part of a community, sharing rights and obligations in a specific geographical area or sector, regardless of gender, nationality, religion or sexual orientation.

Recommendations to improve Gender Equality in energy sector in SEE countries:

- Introduce and apply the Gender Equity Index (GEI);
- Increase national compliance with the obligation to collect sex-disaggregated data (even though analysis, interpretation and follow-up are weakly developed);
- Gender equality integration as a requirement in application documents of EU financing mechanisms (e.g. IPA II, European Territorial Co-operation programmes Horizon 2020, CIVITAS, Elena, etc.);
- Gender focal points or gender equality experts as mandatory employees in public institutions and organizations;
- Existence of strong female technical expertise in public institutions;
- Continuous GE lobbying and advocacy;
- Continuous education, information and awareness raising by NGOs and international organizations on GE relevant issues.

LASEE GE principles and rules:

⁴⁷ <http://www.un.org/womenwatch/daw/cedaw/reports.htm>

⁴⁸ <http://www.eurostep.org/>

⁴⁹ <http://www.socialwatch.org>

⁵⁰ <http://www.oecd.org/dac/gender-development/dac-gender-equality-marker.htm>

⁵¹ Valentina Pellizzer, One World Platform for South East Europe and Network for Building Peace, European_Social_Watch_Report_2010

- Yes to a women's perspective on Europe's political, economic, social and environmental future;
- Yes to equal political and economic representation and gender equality;
- Yes to equal opportunities, human dignity, indivisible human rights;
- Yes to equal remuneration for equal work;
- Yes to dignity, prosperity and our societies without poverty.

LASEE MONITORING, EVALUATION AND FOLLOW-UP

Monitoring, evaluation and follow-up are the essential parts of LASEE and can take place in various ways. However, process indicators are always valuable tools. Results are ideally evaluated by keeping a Logbook of activities and their outcomes. Such a log must be comprised of activities effectuated and the (immediate) objectives achieved. The feasibility of lobby objectives must be evaluated periodically according to changing contexts and (new) insights, and adjusted accordingly.

Indicators on an AoM's relationships with decision-makers (politicians and civil servants at various levels) may include:

- How do decision-makers perceive our organization and objectives?
- Do decision-makers get in touch with us for information/viewpoints?
- Are decision-makers more accountable to us?
- Are there more participatory mechanisms to provide and receive input?

Indicators on effects of LASEE on decision-makers in SEE countries may include:

- Are decision-makers more aware of the issues we raised?
- Did we reach an understanding with decision-makers?
- Are decision-makers more accountable to us?

Regarding the effect on broader society, indicators may include:

- Were the issues we raised relevant to the wider general public?
- Have we succeeded in raising awareness in relation to our issues among the wider general public?

The above defined indicators led to the concrete action tasks regarding monitoring, evaluation and follow-up of LASEE:

- In-depth interviews;
- Workshops with focus groups;
- E-mail questionnaires;
- Public opinion surveys;
- Elaboration and review of objectives and performance indicators defined in a logical framework;
- Review of particular project plans;
- Review of risk management plan and mitigation measures.

CONCLUSIONS AND RECOMMENDATIONS

AoMs need a clear and straightforward lobbying strategy on EE to be able to work strategically and to divide responsibilities and tasks in order to achieve the best results.

12 LASEE steps to achieve the best results are:

- Step 1:** Clarify the main objectives of the AoM in the fields of energy efficiency and development of sustainable energy municipalities in SEE countries including GE implementation;
- Step 2:** Prepare the AoM for successful lobbying and advocacy in order to achieve the objectives (staff allocation, financial resources, etc.);
- Step 3:** Set AoM general lobby and advocacy objectives;
- Step 4:** Identify the specific EE task and set AoM objectives for it (e.g. enforcement of Law on Energy Efficiency);
- Step 5:** Check whether lobbying and advocacy is possible for this specific task – risk assessment;
- Step 6:** Perform the stakeholder analysis;
- Step 7:** Define the most influential decision-makers;
- Step 8:** Define other influential stakeholders;
- Step 9:** Develop a Lobbying and Advocacy Action Plan for this specific task;
- Step 10:** Be sure to include GE principles in LASEE and LAAPs;
- Step 11:** Implement the Lobbying and Advocacy Action Plan for specific tasks;
- Step 12:** Ensure Monitoring, Evaluation and Follow up of lobbying and advocacy activities.

Tools for developing a successful Lobbying and Advocacy Action Plan for a specific task are:

- Identify a set of criteria to assess and select the most effective lobbying and advocacy activities;
- Identify suitable methods (e.g. meetings with decision-makers, public events, petitions, round tables, newspaper articles, etc.) and suitable messengers.

Successful criteria should include:

- Level of influence the activity will have on decision-makers, their opinion, attitude, etc.;
- Level of risk (human, financial, loss of credibility) to the AoM in pursuing the activity;
- Resources that are needed to assure continuity of lobbying activities;
- Access to effective messengers (also with an eye to increase AoM visibility).

Effective messengers can be: media, celebrities, experts, peers, sponsors (national/ international), and it is very important to draft the right messages for the right type of decision-maker. The general public, interested actors and decision-makers require different kinds of messaging.

Successful implementation of LAAP for a specific task will move an AoM towards its desired results. The AoM should remain flexible and well-informed throughout the implementation process, which will allow it to make any necessary adjustments to the chosen approach as and when changing circumstances demand. Furthermore, the AoM should seek to operate from and build on the strengths of the **Network of Schools for Political Studies in SEE** when establishing relationships with decision-makers and potential allies. It is important to not expect quick results and to remember that establishing confidential relationships takes time. It helps to document progress by listing the (immediate) results of all actions and activities. The scrupulous monitoring and documentation of lobbying and advocacy efforts will provide the AoM with better insights in on-going processes and help to identify opportunities for intervention. Careful mapping will not only help to pinpoint specific areas of expertise in relation to other stakeholders, but also flag possible gaps in knowledge and prevent duplication of efforts - all of which will help the AoM act with decisiveness as it tailors its approach to the ever-fluid political process.

Recommendations for successful implementation of LASEE are:

- Keep track of all the current relevant decision-making processes so that our knowledge is always up to date. This will greatly enhance the effectiveness of our interventions. Draw on the expertise of our network or coalition partners and/or like-minded stakeholders to gain access to additional information on official procedures, personal interests of decision-makers, etc.;
- Invest time in building confidential relationships with decision-makers, their staff and civil servants in relevant units within the various government departments. Do not focus exclusively on the key office holders, but also invest in contacts with their assistants and key staff in their departments. They often not only have considerable influence on incumbent decision-makers, but may well turn out to become the key decision-makers of the future. Also we should make sure that we are up to date with any changes in office among decision-makers and their staff, as well as any alterations to the stakeholder landscape relating to our lobby focus;
- AoM outputs and efficiency will be significantly increased by joining forces with the Network of Schools for Political Studies in SEE, as well as like-minded organizations in advocacy networks and coalitions. It is always advisable to take some time to carry out a prior assessment of the potential added value and possible pitfalls when we are contemplating joining any coalition;
- Don't spend too much time gathering background information from mailing lists, websites, etc. We should stay abreast of current developments, but be selective! Establishing the usefulness of all the bits of information that people throw at us will often take up precious time that is much better spent either telephoning or meeting in person with key stakeholders;

- Finally, we should be aware that working in lobby and advocacy carries its own specific risks. First of all, there are professional risks. As a rule of thumb, lobbyists must present a united front and always make sure that they and their colleagues are not communicating conflicting messages to the same policy-makers, so as not to undermine their credibility. Likewise, an AoM's trustworthiness may be undermined if members of alliances we collaborate with attract negative attention in the media. A good lobbyist must be prepared for such events. In unstable and fragile political contexts, lobbying may even entail personal risks, as not all stakeholders may have an equally positive take on our lobbying and advocacy efforts. A regular risk assessment will position us to deal with volatile situations as they arise;
- There is no one-size-fits-all recipe for effective lobbying and advocacy. Much depends on the lobbyist's own powers of analysis, knowledge, commitment and ability to find the right structure and intervene in the right processes at the right moment. A lobbyist needs personal commitment and enthusiasm, as well as the courage to take risks and, last but not least, stamina and perseverance to continue looking for new opportunities in often difficult (political) circumstances;
- Cooperation with other experts and institutions is essential for planning, implementing, monitoring and evaluating a (successful) lobbying and advocacy campaign.

LASEE underlines the need for collective learning in order to improve AoM effectiveness. To enhance your impact, you have everything to gain by joining forces and sharing your positive and negative lobbying and advocacy experiences.

It can be concluded that the main challenge to an AoM engaging in lobbying and advocacy is to develop different ways of engaging with all stakeholders and to motivate them to continue the process aiming to develop energy efficiency and sustainable energy municipalities in SEE countries, as the best option for a sustainable 21st century.

