

The European guide to citizen lobbying



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INTRODUCTION

THE GOOD LOBBY – OUR THEORY

The Good Lobby (TGL) was founded in 2015 to give voice to underrepresented interests by connecting them with citizens with the skills, expertise and purpose needed.

Since 2015, TGL has trained thousands of people across countries, provided legal, advocacy and strategic assistance to an ever-growing number of NGOs, and developed a community of more than 13,000 people across the globe.

We believe that by engaging with all citizens in the policy process, in providing expertise and resources to NGOs, and in connecting those working for the public good, we can create a society of citizen lobbyists, and help preserve and strengthen civil society in Europe and beyond.

To this end, we hope this toolkit contributes to TGL's goal of:

- > **educating citizens** about how government works, equipping them to make themselves heard by decision-makers;
- > **integrating citizens** into the political process, encouraging them to connect with policymakers on causes those citizens care deeply about; and
- > **creating assertive citizens** that can help counter the undue influence exercised by special interest groups in the policy process.

CITIZEN LOBBYING DEMYSTIFIED

We understand that influencing public policy can seem to be the preserve of the few, that making one's voice heard is a difficult and daunting task.

This document helps identify and explain the skills and resources useful to undertaking lobbying, as well as the tools available to citizen advocates in Europe. By setting them out here, we aim to demystify the lobbying process, showing that it is open to all. Indeed, none of the skills and tools required to be successful lobbyists are unobtainable to citizens. What is necessary is a coordinated and organised approach, along with the application of the skills and tools set out in this document.

Lobbying is neither **good** nor **bad**: it's just a **tool**

Citizen lobbyists make for better **policy making**

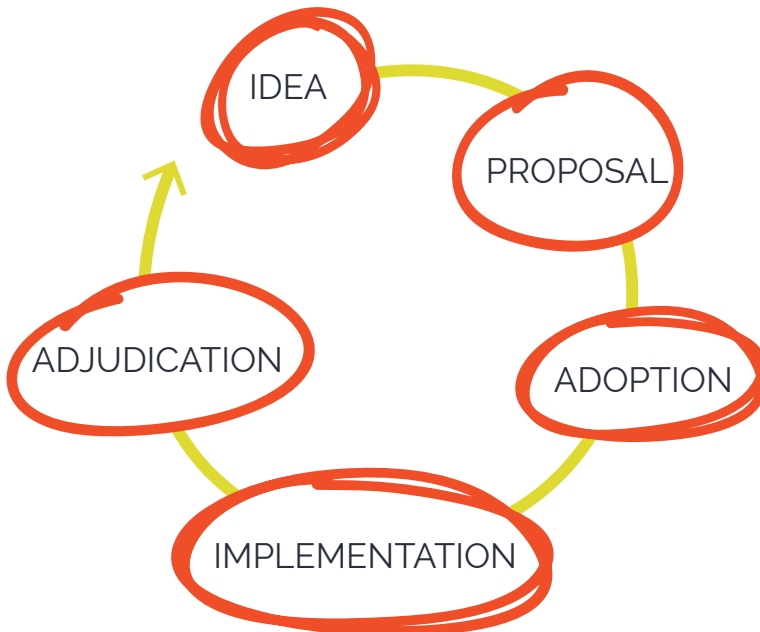
PREPARATION

PICK YOUR BATTLE (MONITORING TOOLS)

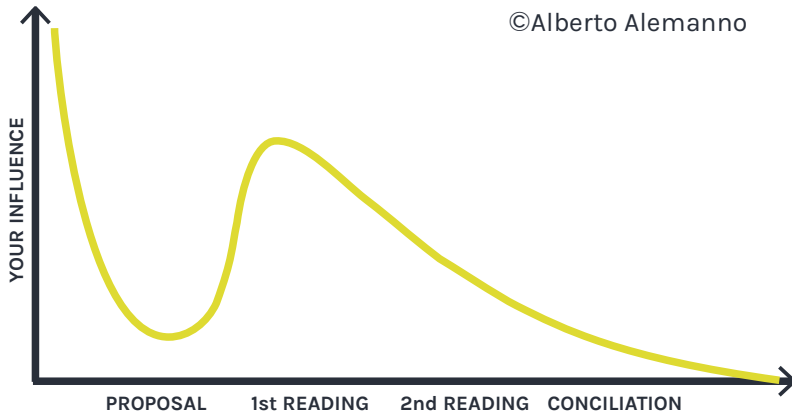
Every citizen lobbying action starts with the **issue identification**. In fact, it is fundamental to define the nature of the action (LGBT, human rights, environment sectors and others) and the level it refers to (local, national or international).

The list of the possible matters is very wide, but there is a big difference between lobbying on issues that were already discussed by decision makers and those that were not. That's why it is important to know what happens within the political environment to choose the right moment to lobby and act for your own goal. Remember that your ability to impact a specific issue will depend on the stage that issue is in the policy cycle. Broadly speaking, the policy cycle follows the graphic set out here.

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You should be aware that the earlier you involve yourself in a matter, the more scope you have for impact. For example, it will be difficult to alter a regulatory proposal once it is drafted, but you may be able to campaign to alter that proposal as it moves through the legislative process.



STAGES OF INITIATIVE IN POLICY PROCESS

Here, **monitoring tools** are essential and useful to collect a lot of information about important and relevant political matters for your cause.

Different countries and administrations publish online the legislative initiatives through their own official websites. Here are some examples:

- > in the UK through the website **Hansard**;
- > in the USA through the website **Library of Congress**;
- > in the EU through the website **Eur-Lex EU** and **EU Legislative Train**;

Furthermore, a great number of online media outlets, such as **Politico**, **The Hill** or **Euroactiv**, track and monitor the legislative procedures affecting specific issues. Moreover, most decision makers communicate their work using social media pages, directly providing you with very useful information.

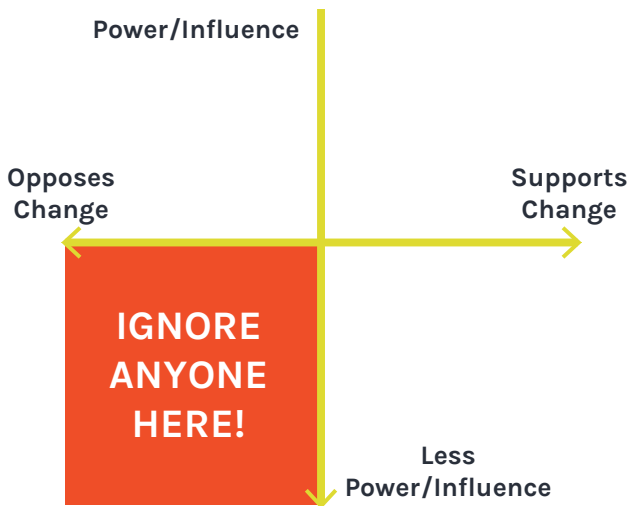
STAKEHOLDER MAPPING AND COALITION BUILDING

Stakeholder mapping is the process of understanding who can be your ally, where they come from, their interests and their influence. This is a key element of effective lobbying strategy because it will not only result in a deeper understanding of both your allies, but also of those who may stand in your way.

Stakeholder mapping identifies four important main targets:

- > **policymakers** and **representatives**: this should be your main target as they have the power to implement your issue;
- > **allies**: actors such as NGOs, like-minded organisations and experts who can share with you resources and knowledge;
- > **opponents**: actors who disagree with you and may resist and oppose change;
- > **influencers**: non-expert people who have the power to influence the public opinion and your targets in a formal or non-formal way.

This graph will help you decide on whom to focus your energy, capturing each stakeholder's level of support and influence in the context of your campaign.



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The process of stakeholder mapping can be crucial for your **coalition building**. It is particularly useful to bring consistency to an issue and may lead to a more concrete change. This may shift the balance of power and enable important stakeholders with less influence to work together to increase their power. The larger is your coalition, the better chances you have to attract decision-makers and public opinion attention.

WHO PAYS

FUNDING

Differently from professional lobbying actions, citizen lobbying ones are usually based on low-budget solutions and voluntary actions. However, depending on the nature of the issue, it could be necessary to gather funds to cover the

campaign costs.

Fundraising is the main process to collect money to support any kind of campaigns, but it is not the only one. Another tool available to the citizens is **crowdfunding**, a way to collect donations and contributions from people interested in your project. There are some online platforms dedicated to this purpose:

- > **Indiegogo**
- > **Goteo**
- > **Spacehive**
- > **Crowdjustice**

There are several ways to foster a crowdfunding campaign but using social media is considered essential to reach a large audience, for instance through online pages, websites and social networks such as Facebook and Twitter.

PRO BONO

You may require a professional legal support for your citizen lobbying action. This is particularly true if the chosen tool is, for example, a legal challenge or a request for information. We recognise that activists and civil society organisations may not have professional legal resources within their network and may consider employing such resources too expensive (indeed, a TGL survey revealed that only 31 percent of European NGOs have lawyers on staff). **But do not despair!**

Although **pro bono** is in some respect still in its infancy in Europe, lawyers in Brussels are among those doing more pro bono hours across the continent. This is no surprise if you consider that – based on our review of the EU Transparency Register – Brussels hosts more than 300 advocacy-orientated NGOs. Moreover, given the increasing array of rights flowing from EU law, ranging from EU consumer law to asylum law, there is great scope and demand for law firms to partner up with NGOs and university law clinics to provide individual client legal services on a pro bono basis.

Here are some organisations that can help you find some pro bono assistance:

- > **The Good Lobby**
- > **Pro Bono Net**
- > **PILnet**
- > **Alliance des Avocats pour les Droits de l’Homme**
- > **Centrum Pro Bono**

Do make use of the resources!

COMMUNICATION

Communicating citizen lobbying action means conveying information and attracting the attention of at least three different kinds of **audience**: the **decision-makers**, the **media** and **public opinion**. To do this, it is important to use different tools and mix them up to achieve your own goals.

In general, the communication can take place online and offline through different ways:

- > **traditional media**: opinion articles, interviews, letters, quotes;
- > **digital media**: blogs, personal websites, social networks;
- > **events**: press conferences, workshops, seminars, sit-ins, hackathons;
- > **distribution of instructive material**: infographics, brochures, gadgets;
- > **publication of formal acts**: petitions and complaints.

Differently from the professional lobbying, citizen lobbying strategies may need media advocacy campaign and its tools to reach the general audience. Certainly, the internet has transformed the civic engagement, giving birth to a great number of tools for digital campaigning, which are useful for those who want to communicate a message as quickly as possible. The essential tools for this kind of strategy are:

- > **emails**: some software such as Mailchimp and Mail Merge can be useful to get in touch with a great number of people in an effective and easy way;
- > **social media**: Facebook, Twitter, Instagram, YouTube and others can potentially reach a larger audience, showcasing how social networks can easily foster the debate and boost content sharing;
- > **online advertisements**: some mechanisms such as e-mail marketing, mobile advertising and social media marketing represent some important tools for reaching a specific target.

Broadly speaking, the importance of communicating through social media has been growing over the years, underling different possible ways to influence and engage with decision-makers.

WRITTEN ADVOCACY

A few common-sense tips. Written advocacy should be:

CLEAR AND BRIEF

Use simple words and plain English (not legal jargon).

Always have a point (a thesis) and do not waffle.

Avoid exaggeration, long words and hyperbole.

PERSUASIVE

Know your audience and tailor your language accordingly.

Adopt a suitable structure and state your main arguments early.

Repeat key words and sentences to create rhythm.

INTERESTING

It may be helpful to follow the "inverted pyramid" approach. This approach involves putting your most interesting information first.

Start with an interesting anecdote, a story, or a question.

Follow this with supporting information.

These tips should be tailored for the type of written advocacy you are using.



WHY IS IT EFFECTIVE?

- > Directed at a targeted audience;
- > evocative language which creates a unified message;
- > simple and clear list of adjectives strikes a bold tone;

WHY IS IT EFFECTIVE?

- > Persuasive opening line;
- > clear language with short sentences;
- > main argument is set out quickly;
- > repetitions "our job, your job, failed at your job" emphasize the message;

Dear Governor Abbott,

Our job is to be good students. Your job is to keep us safe. You have failed at your job. Like so many politicians cozy with the NRA, you have steadfastly opposed any reasonable measures that might protect us from gun violence. Instead, you've signed dangerous policies to force public colleges in Texas to allow guns on campus and make it legal to openly carry firearms in public. You've continued to push the notion that guns everywhere for everyone make us safer. By that logic, shouldn't we be among the safest states in the nation?

SPOKEN ADVOCACY

Spoken advocacy can be a slightly more daunting task. However, there are a number of approaches and tips you can employ.

One of the masters of the spoken word, Aristotle, set out three basic principles for effective advocacy:

Ethos - The speaker's power to enhance their personal character and credibility.

- > Appear likeable and professional;
- > come prepared;
- > clear and concise delivery.

Pathos - The speaker's power to stir emotion of the audience.

- > Tell a coherent and consistent story;
- > highlight the most important and compelling facts.

Logos - The speaker's power to prove their argument.

- > Carefully structure your argument;
- > select your key issues;
- > develop a coherent theme.

Research suggests that you should consider the following when speaking publicly:

USE METAPHORS, SIMILIES, OR ANALOGIES

For example in Martin Luther King's famous "I have a dream" speech, he likened the US Constitution to "promissory note", guaranteeing certain inalienable rights.

John F. Kennedy used contrast powerfully in his famous line "Ask not what your country can do for you - ask what you can do for your country".

SHOW INTEGRITY, AUTHORITY, AND PASSION

This involves showing listeners why you care about the issue and making them identify with you. Winston Churchill's speech at the end of WW2 is a powerful example:

"This is your hour. This is not victory of a party or of any class. It's a victory of the great British nation as a whole. We were the first, in this ancient island, to draw the sword against tyranny... There we stood, alone. The lights went out and the bombs came down".

USE RHETORICAL QUESTIONS OR THREE PART LISTS

These tactics may seem cliché, but they are simple and easy to understand.

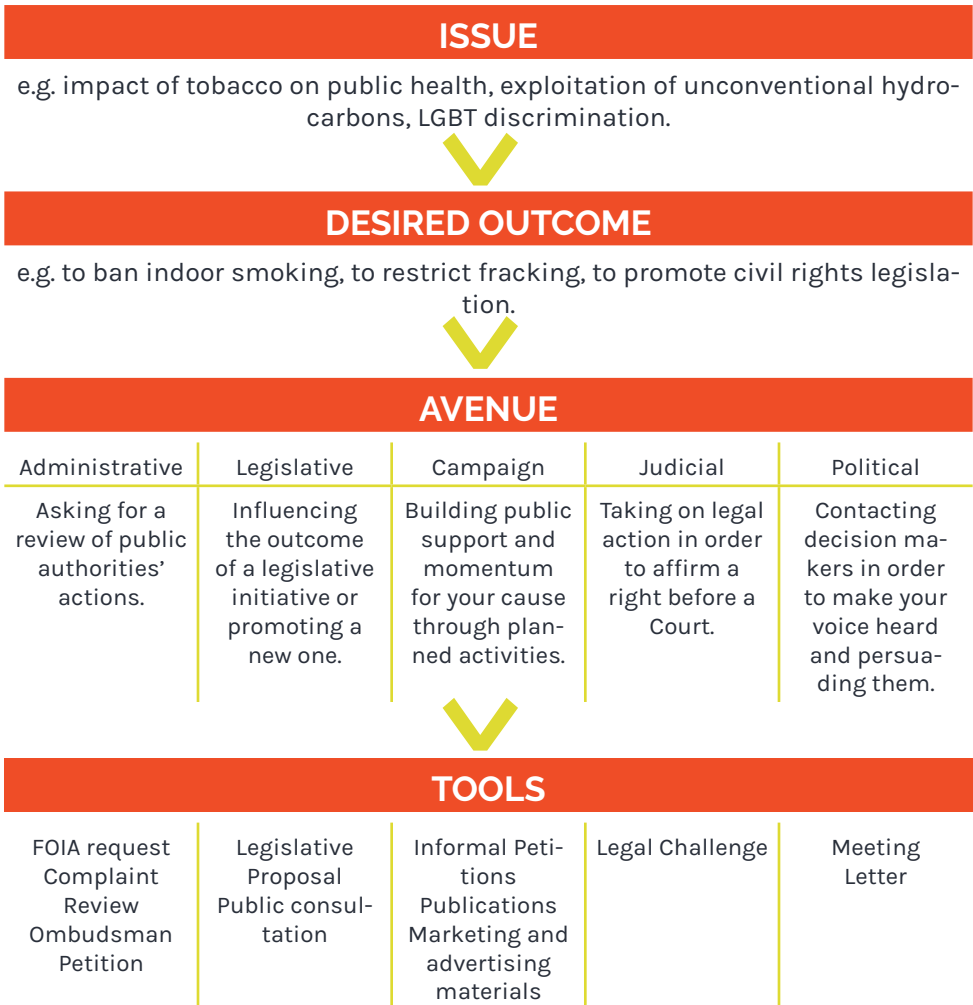
Martin Luther King used rhetorical questioning in his "I have a dream" speech, when he asked:

"There are those who are asking the devotees of civil rights, 'When will you be satisfied?'".

LOBBYING TOOLS

The section below sets out the various tools which may be employed by the lobbyist. This is not an exhaustive list, and you are encouraged to think laterally.

The tools you will choose will naturally depend upon the relevant circumstances, your goals, and the institution that you are targeting.



ADMINISTRATIVE

FREEDOM OF INFORMATION REQUEST

Any citizen of the Union [...] shall have a right of access to documents of the Union's institutions, bodies, offices and agencies, whatever their medium.

(Article 15 TFUE)

WHO CAN USE IT?

All citizens and residents in EU countries.

WHAT CAN YOU USE IT FOR?

- > Access documents generated by European Institutions and held in their archives, including "legislative information, official documents, historical archives and meeting minutes and agendas";
- > monitor decisions and daily activities;
- > test their transparency and verify information;
- > FOIA request CANNOT be used to obtain the disclosure of EU citizens' personal data.

WHY WOULD YOU USE IT?

- > To ensure accountability of decision-makers;
- > to have a better understanding of an issue before launching public campaigns, submitting petitions or starting other public initiatives;

ASKING FOR MORE TRANSPARENCY

In 2014, our founder Alberto Alemanno and his students used the EU FOIA to obtain information about the selection of candidates for the European Court of Justice, consequently complaining for the lack of transparency. Originally, the Council of the EU (which held these information) rejected the request, but after the intervention of the European Ombudsman and the work with Access Info Europe, they released a redacted version of the opinions.

- > to establish all the relevant facts and building a solid evidence base, making your advocacy campaign credible.

HOW CAN YOU USE IT?

- > Send a letter or an email to the competent EU institution or agency;
- > file the request through open platforms such as [AskTheEU.org](https://www.asktheeu.org). The competent institution must process the request within 15 days. The applicant may be requested to show his/her ID card to confirm his/her European citizenship.

Since EU institutions decide for 500 million people, it is vital that they be as transparent and open as possible [...] We should always remember that everyone has a fundamental right of access to EU documents and, as citizens, we have a right to know what is going on in the EU institutions. AsktheEU.org enables us to exercise this right effectively.

Vicky Cann, campaigner for Corporate Europe Observatory (CEO)

COMPLAINT TO THE EU OMBUDSMAN

The European Ombudsman represents the interests of citizens and protects them from the EU institutions.

WHO CAN USE IT?

- > European citizens;
- > residents of Member States;
- > businesses, associations and other bodies registered in the EU.

WHAT CAN YOU USE IT FOR?

- > Draw attention to administrative irregularities, unfairness, discrimination, abuse of power, failure to reply, refusal of information or unnecessary delay caused by one or more EU Institutions;
- > trigger an investigation on the implicated institution's behaviour;
- > obtain recommendations.

WHY WOULD YOU USE IT?

- > It's an institutional, fast and low-cost method to speak-up at the EU level;
- > it represents an alternative remedy to the courts as the Ombudsman can facilitate satisfying solutions for both the applicants and the institutions.

HOW CAN YOU USE IT?

- > Follow the online "**Lodge a complaint**" procedure on the EU Ombudsman's website;
- > send the complaint form (downloadable on the same webpage) by post or by fax to the office of the EU Ombudsman.

Be aware that the EU Ombudsman is likely to consider your complaint only once you have informally contacted the institution concerned and the institution did not provide a satisfactory response.

According to the EU Ombudsman's annual report for 2018, EU Institutions were

81% compliant (on almost 447 open inquiries) with the EU Ombudsman's proposals and recommendations in 2017.

"Thanks to the help of The Good Lobby we called on the Ombudsman for greater transparency in the Brexit negotiations. This small things can have a significant influence if you get them right"

**Niccolo Milanese, chair of 'European Alternatives'
(promoting a more transparent Brexit)**

EUROPEAN CITIZENS' INITIATIVE (ECI)

The European Citizens' Initiative enables 7 citizens coming from 7 EU countries to ask the European Commission to propose a new legislative initiative.

WHO CAN USE IT?

To submit an ECI you need:

- > 7 citizens coming from at least 7 EU Member States;
- > to be signed by at least one million EU citizens;
- > signatories must fulfill the age requirements in their country of residence.

NGOs and other collective organisations can only play a role as supporters and advertisers of the ECI, not initiators.

WHAT CAN YOU USE IT FOR?

- > To directly approach the decision-makers at the European Commission;
- > to transform public concern on a particular issue into a legislative proposal, but it must refer to a matter or a practice falling within the EU competences (e.g. internal market, environment, consumer protection, transport).

WHY WOULD YOU USE IT?

- > To harness the power of public opinion;
- > to put pressure on policy-makers;
- > to create transnational coalitions of EU citizens around topics of public interest.

To be successful, the ECI will need to be widely advertised through the internet, word of mouth, in newspapers and other publications.

HOW CAN YOU USE IT?

- > Verify that the legislative proposal doesn't overlap with other existing legislation;
- > register the proposal on ec.europa.eu/citizens-initiative/;
- > the ECI can be signed both online and through a paper signature collection. Pay attention to the - strict - legal requirements and pick the best option for your campaign needs;
- > at least one-million statements of support have to be collected and certified within no more than 12 months from the registration.
- > the ECI can be submitted to the EU Commission and then be examined in a public hearing.

FREE ACCESS TO WATER!

The first successful ECI was the "Right2water" initiative of 2014. This ECI focused on the fundamental right to access to water and its prevention from privatisation. The 1.6 million signatures from citizens of the 25 Member States paved the way to the imminent adoption of an ad-hoc directive.

"In less than five months, more than one million EU citizens have joined our call for a glyphosate ban and reduced pesticide use throughout the EU. Our politicians need to hear this message loud and clear: they must protect citizens and the environment by banning this dangerous weedkiller and putting us on the path towards a pesticide-free future"

David Schwartz, Coordinator of the ECI to ban glyphosate

PETITION TO THE EU PARLIAMENT

It is a way of communicating with the EU Parliament by presenting observations or requests on specific topics to the EU Parliament's Committee of Petitions. The petition can be aimed at raising the Parliament's awareness or encouraging the Parliament to take a position on a given issue.

WHO CAN USE IT?

- > Every EU citizen or resident, individually or in association with others;
- > every company, organisation or association with its headquarters in the European Union.

Important! This tool can be used **only when directly affected** by the subject matter of the petition.

WHAT CAN YOU USE IT FOR?

- > To request the EC or the EP to provide information and opinions;
- > to discuss an issue in a public hearing.

WHY WOULD YOU USE IT?

To draw attention to EU law infringements committed by Member States, local authorities or EU institutions against EU citizens and stakeholders.

HOW CAN YOU USE IT?

- > Make sure that no one has submitted a petition on the same topic;
- > submit the petition online through the Committee of Petitions' website.

STOP POLLUTION IN BRATISLAVA

In 2016, a Slovak citizen submitted a petition to neutralising the toxic substances and for the evaluation of the quality of the water and soil near Bratislava. He asked the European institutions supervision in a rehabilitation process. The European Commission replied declaring its desire to assist the Slovak authorities giving funds during the 2014-2020 EU funding programmes.

LEGISLATIVE

EU PUBLIC CONSULTATION

Thanks to this tool, citizens can engage with lawmakers during the preparation phase of the EU legislative process.

WHO CAN USE IT?

- > Citizens;
- > associations;
- > stakeholders and other parties.

WHAT CAN YOU USE IT FOR?

- > To ensure efficiency, transparency and public involvement in the development of law and policy;
- > to shape the forthcoming legislative drafts;
- > to meet decision-makers in consultative committees, expert groups and ad-hoc meetings in order to advocate amendments or enhancements of a given draft.

WHY WOULD YOU USE IT?

- > To identify policy objectives, costs and benefits;

PROTECT OUR HEROES: WHISTLEBLOWERS

Between 3 March and 29 May 2017, following numerous financial scandals, such as Luxleaks and the Panama Papers, the European Commission carried out an open public consultation (OPC) to collect views on the issue of whistleblower protection at national and EU level. The public consultation was widely participated in. Accordingly, the European Parliament has adopted new EU rules to protect whistleblowers in April 2019.

> to provoke amendments and influence the outcome of draft laws. To this end, getting in touch with prominent decision-makers who are able to support your proposal is crucial. Be aware that the sooner you intervene in the preparation phase of a draft, the more successful your initiative can be.

HOW CAN YOU USE IT?

> Monitor the relevant procedures and if the Commission posts the consultation on ec.europa.eu/info/consultations;

- > find out the time frame within which it is possible to provide feedback (generally 12 weeks from the announcement);
- > submit your views through the online procedure of submission.

Note that the Commission's guidelines stipulate a minimum period of 20 working days' notice for arranging ad-hoc meetings with lawmakers and politicians.

REFIT INITIATIVE

The online Regulatory Fitness and Performance Initiative (REFIT) platform enables you to submit a suggestion for reform, adjustment or simplification of an existing EU law to the EU Commission.

WHO CAN USE IT?

- > Member States' national authorities;
- > EU citizens;
- > all stakeholders which are governed by EU law.

The suggestions are examined by the REFIT department at the EU Commission.

WHAT CAN YOU USE IT FOR?

- > Make EU law simpler and easier to understand;
- > remove laws' regulatory and administrative burdens;
- > reduce the costs of policies and adjust existing legislation without compromising on policy objectives.

WHY WOULD YOU USE IT?

- > REFIT is an outstanding low-cost and time-efficient way of participating in the EU legislative process;
- > to help to improve existing EU laws, on the basis of their application in everyday life.

HOW CAN YOU USE IT?

A REFIT initiative can be easily submitted online through the EU Commission's REFIT platform by filling in the "**Lighten the Load**" feedback form.

SAFEGUARD OUR DATA!

Every year the REFIT platform gathers hundreds of recommendations from stakeholders' groups, many of which become the core of further legislative reforms or initiatives. Following the suggestion of a group of stakeholders on REFIT platform on 10 January 2018, the Commission decided to follow-up with a revision of the ePrivacy Directive in light of the General Data Protection Regulation (GDPR, UE 2016/679), in order to simplify the directive and reduce its administrative burden as well as ensure a better protection of EU citizens' data.

POLITICAL/ CAMPAIGNING

EU INFORMAL PETITION

A document addressing one or more European institutions or decision-makers containing a clear request, e.g. to take a position with reference to an existing campaign, cause or matter.

WHO CAN USE IT?

- > European citizens;
- > residents;
- > businesses and associations.

WHAT CAN YOU USE IT FOR?

To draw attention to citizens' problems or to ask for policy changes, law reforms and legislative initiatives in an informal way, out of any procedural or consultative scheme.

WHY WOULD YOU USE IT?

- > They are easy, inexpensive and increasingly used by citizen lobbyists in combination with the legislative and administrative lobbying avenues;
- > to raise awareness in relation to a campaign or a cause: on the basis of a great public consensus, decision makers are more likely to hear your voice and join your mission.

HOW CAN YOU USE IT?

- > Define the objectives of your campaign in a passionate but clear and structured way, helping yourself with images, videos, slogans etc.
- > understand how many signatures you need, if there are limits for subscribing, if signatures should be certified, which information you need and how you will protect personal data;
- > decide if the petition will be oral or written. You can use online platforms such as **Avaz** or **Change.org**.

STOP MICROPLASTICS: MAREVIVO CAMPAIGN

The "Marevivo" campaign in 2017 gathered 38,098 statements of support on Change.org with regard to the Italian draft law n. 3852. According to this draft, from January 2019 it will be no longer permitted to produce and commercialise cosmetic products containing microplastics. Following the campaign, the Italian Parliament approved the draft at the beginning of 2018.

JUDICIAL

LEGAL CHALLENGE

A legal action may be aimed at pursuing an infringement to the EU Treaties. It may also consist in a request of preliminary ruling on the interpretation of the EU treaties. The legal action can be taken against EU institutions or Member States before the European Court of Justice in Luxembourg.

WHO CAN USE IT?

- > Every citizen or resident in an EU Member State;
- > every business, association or body with a registered office in the EU;
- > the claimant must be directly affected by an infringement or be a party in a national litigation case where the preliminary ruling to the European Court takes place.

The preliminary ruling on the interpretation of EU Treaties can be requested by citizens or businesses but has to be submitted by a national judge to the European Court.

WHAT CAN YOU USE IT FOR?

- > To obtain an advisory opinion on the interpretation of the EU Treaties before they are applied by the national judge;
- > to ask for annulment, amendment or disapplication of laws, regulations and acts infringing EU law;
- > to seek judgements and claim compensation at European level.

WHY WOULD YOU USE IT?

- > To draw the attention of media and public opinion and to attract supporters, pressuring the Member State or EU institution that may have committed the infringement;
- > to encourage Member States and institutions to settle proceedings to avoid having a public disclosure on public topics.

HOW CAN YOU USE IT?

- > Carefully evaluate the pros and cons of taking a legal action, given the extensive duration, costs and formalities of this remedy;
- > check the formal requirements and the timeline imposed by the Court you are appealing to;
- > consider identifying a pro bono lawyer with previous experience to help you out.

PRESERVING THE SELF-DETERMINATION OF THE SAHARAWI PEOPLE

The Western Sahara Campaign UK (WSCUK) aims to raise political support for the advance of the Western Sahara region and to defend Saharawi people's right to self-determination. In 2016 WSCUK pursued a preliminary ruling before the European Court of Justice questioning the validity of two fisheries partnership agreements between the EC and Morocco.

"For over 40 years, the Moroccan authorities have plundered the fish and phosphates for huge profits whilst local people live in refugee camps. It is time for the international community to enforce international law and allow the Saharawi to decide for themselves who profits from the natural resources of their territory, as they await their right to self-determination to be fulfilled".

John Gurr, Coordinator of the Western Sahara Campaign

The legal initiative was successful. On 27 February 2018 the Grand Chamber of the European Court of Justice ruled that the agreement was not applicable to Western Sahara and its adjacent waters.

10 STEPS TO BECOME A CITIZEN LOBBYIST

- 1. PICK YOUR BATTLE.** How do you choose yours? Be as passionate as you are strategic about your cause.
- 2. DO YOUR HOMEWORK.** Being prepared will help you to keep your cool and give you credibility.
- 3. MAP YOUR LOBBYING ENVIRONMENT.** Before designing a strategy, know your possible allies and opponents.
- 4. DRAW UP A LOBBYING PLAN.** Identify the best course of action to make your case.
- 5. PICK YOUR ALLIES.** Be open minded! Increase the attention of policymakers by having a broader-based coalition.
- 6. RAISE MONEY.** While volunteering work wonders, you might still face costs.
- 7. PLAN YOUR COMMUNICATION.** Work out how and when to talk, and to whom. Sometimes you may need a messenger!
- 8. FACE-TO-FACE MEETING.** Know how to introduce yourself and 'speak the language' decision-makers use
- 9. MONITORING AND IMPLEMENTATION.** Stay vigilant! Make sure that your cause moves forward.
- 10. STICK TO THE LOBBYING RULES.** What can and can't you do? As a citizen, the sky is the limit to your advocacy!

MORE INSIDE!

