

PRACTICAL ADVOCACY AND POLICY ENGAGEMENT GUIDE

*Design and Implement an effective
Advocacy strategy*





The Inclusive Labor Institute (ILI) is a knowledge and action hub dedicated to understanding the conditions and experiences of the essential workers who power the informal economy and the future of work. ILI believes that knowledge on the conditions of work should come from workers and that the solutions to enable more decent work must be defined by workers themselves. ILI provides a space for worker-led organizations to collect and share knowledge, share their stories and advocate for a more just, secure future for workers. ILI supports a coalition of formal and non-traditional unions by providing knowledge, services and resources to ensure that the future of work(ers) is determined by workers.

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INTRODUCTION

What is advocacy and why does it matter?

Advocacy is a strategic and continuous process aimed at influencing decision-makers, public policies and institutional practices to achieve lasting positive change for a community or a cause.

Advocacy in 4 key words

Voice — Giving a collective voice to marginalized groups

Evidence — Building on data, facts and credible testimonies

Strategy — Acting with method, not improvisation

Influence — Transforming policies, laws and behaviors

How to use this guide?

This guide is organized into 4 major phases. Each phase ends with practical worksheets to be completed directly by your team.

Phase			Description
Phase 1	—	Analyze	Understand the problem, context and actors (Worksheets 01 to 05)
Phase 2 — Plan			Define vision, objectives, strategy and tactics (Worksheets 06 to 08)
Phase 3	—	Communicate & Act	Build messages and engage decision-makers (Worksheets 09 to 10)
Phase 4	—	Evaluate & Sustain	Track results and consolidate gains (Worksheet 11)

PHASE 1: ANALYZE

Understand before you act

Step 1 — Identify and prioritize the issue

Good advocacy starts with the strategic selection of a priority issue. All injustices matter, but a campaign cannot tackle everything at once.

The 8 prioritization criteria

Criteria	Questions to ask	High/ Medium/ Low
1. Clarity of the desired change	Is the policy or practice to be changed identifiable?	
2. Number of people affected	How many people are impacted?	
3. Grounded in lived experiences	Can we rely on direct experiences?	
4. Level of effort required	Time, energy and resources needed	
5. Potential for success	Likelihood of success in your context	
6. Timeline for results	< 6 months, 6–18 months or +2 years	
7. Public support	Is public opinion favourable?	
8. Support from decision-makers	Are there potential political allies?	

☒ Golden rule for prioritization

A good advocacy issue is: clear and specific, mobilizing for your base, feasible with your current resources, and linked to a concrete decision that an identifiable actor can make.

WORKSHEET 01

Problem prioritization grid

Compare up to 3 issues across 8 criteria (High / Medium / Low). The issue with the highest scores becomes your strategic priority.

Issue A	Title: _____
Issue B	Title: _____

Issue C	
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Criteria	Issue A	Issue B	Issue C
1. Clarity of the desired change	☐ High ☐ Medium ☐ Low	☐ High ☐ Medium ☐ Low	☐ High ☐ Medium ☐ Low
2. Number of people affected	☐ High ☐ Medium ☐ Low	☐ High ☐ Medium ☐ Low	☐ High ☐ Medium ☐ Low
3. Grounded in lived experiences	☐ High ☐ Medium ☐ Low	☐ High ☐ Medium ☐ Low	☐ High ☐ Medium ☐ Low
4. Level of effort required	☐ High ☐ Medium ☐ Low	☐ High ☐ Medium ☐ Low	☐ High ☐ Medium ☐ Low
5. Potential for success	☐ High ☐ Medium ☐ Low	☐ High ☐ Medium ☐ Low	☐ High ☐ Medium ☐ Low
6. Estimated timeline for results	☐ High ☐ Medium ☐ Low	☐ High ☐ Medium ☐ Low	☐ High ☐ Medium ☐ Low
7. Public support	☐ High ☐ Medium ☐ Low	☐ High ☐ Medium ☐ Low	☐ High ☐ Medium ☐ Low
8. Support from decision-makers	☐ High ☐ Medium ☐ Low	☐ High ☐ Medium ☐ Low	☐ High ☐ Medium ☐ Low
SELECTED ISSUE	☐ Selected	☐ Selected	☐ Selected

Rationale for selection:

Why is this issue the most strategic given your current context?

CAMPAIGN EXAMPLE — Self-Entrepreneur law advocacy (Tunisia) | Step 1 — Prioritization
Issue selected

The absence of a simplified legal framework enabling informal individual workers to progressively integrate into the formal economy.

Why this issue was prioritized

Tunisia had 1.09M informal workers, a 53% informal GDP share, and an estimated 2 billion dinars lost annually in tax revenue: a clear, measurable and politically salient problem linked to an identifiable legislative gap that the Government was positioned to address.

Clarity of the desired change

High. The ask was specific: adopt a Self-Entrepreneur Law establishing a simplified fiscal and social regime for micro-entrepreneurs.

Decision-maker identified

Presidency of the Government, Ministry of Vocational Training & Employment, Ministry of Finance, Parliament.

Step 2 — Analyze the issue in depth

Use three complementary tools to understand why the problem exists, how it manifests and within what institutional framework.

Tool A: The 8 key questions (rapid diagnosis)

Question	What you are looking for
Who is affected?	Identify the groups directly impacted by the issue
Which right is violated?	Link the issue to a specific fundamental right
What are the consequences?	Describe the concrete effects on affected people
What are the root causes?	Identify why the issue exists (structural factors)
When does the issue occur?	Are there particular or recurring circumstances?
Where does it mainly manifest?	Primary geographical or institutional location
What evidence exists?	Available data, studies, testimonies, reports
Link to our objectives?	How does this issue fit within our organization's mission?

WORKSHEET 02

Rapid diagnosis: 8 key questions

Answer these 8 questions to formulate a clear and precise statement of your priority issue.

Issue being analyzed:

Enter the title of the issue selected in Tool 01

Question 1

Who is affected by this issue?

Groups directly impacted: women, youth, informal workers...

Question 2

Which right is being violated?

Link to a specific fundamental right (labor, health, education...)

Question 3

What are the consequences?*Concrete effects on affected people (economic, social, psychological)*

Question 4

What are the root causes?*Structural factors explaining why the problem exists*

Question 5

When does the issue occur?*Are there particular periods or recurring circumstances?*

Question 6

Where does it mainly manifest?*Primary geographic or institutional location*

Question 7

What evidence documents this issue?*Available data, studies, reports, testimonies*

Question 8

How does it relate to your organization's objectives?*How does this issue fit within your association's mandate?***Final problem statement***A factual, negative sentence describing the observed reality — not an opinion or a solution.**Our problem is: ...***CAMPAIGN EXAMPLE — Self-Entrepreneur law advocacy (Tunisia) | Step 2 — Question diagnosis****Who is affected?**

Unemployed youth, informal self-employed workers, women in small-scale independent enterprises, artisans and micro-entrepreneurs, and the State itself, which suffers fiscal losses and limited social protection coverage.

Which right is violated?

Right to work in a recognized legal framework, right to social protection, and right to equal access to economic opportunity.

What are the consequences?

Workers excluded from social protection; state loses ~2 billion dinars/year in tax revenue; informal economy accounts for 53% of GDP; entrepreneurial culture remains weak.

What are the root causes?

Lengthy and costly registration procedures; fragmented institutional responsibilities; no specific simplified tax/social regime; limited access to financing; low trust in the regulatory climate; weak entrepreneurial culture.

Where does it mainly manifest?

Across all economic sectors, with higher concentration in trade, crafts, agriculture and youth self-employment — both urban and peri-urban areas.

Final problem statement

The absence of a simplified and incentive-based legal framework enabling informal individual workers to progressively integrate into the formal economy.

Tool B: The Problem tree

The problem tree is a visual tool to structure causal analysis: roots (causes), trunk (central problem) and branches (consequences).

BRANCHES The consequences and visible effects of the problem	TRUNK The central problem — stated negatively	ROOTS The deep, structural and direct causes
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WORKSHEET 03

Problem tree

Identify the root causes (roots), the central problem (trunk) and its consequences (branches).

Central problem:

Copy the problem statement from Tool 02

BRANCHES — Consequences and visible effects

Direct consequences	Long-term consequences

TRUNK — Central problem

Restate the problem here in one negative, factual sentence

ROOTS — Deep and direct causes

Direct causes (observable)	Root / structural causes

CAMPAIGN EXAMPLE — Self-Entrepreneur law advocacy (Tunisia) | Step 2 — Problem tree

Roots (structural causes)

Lengthy and costly business registration procedures · Fragmented institutional responsibilities across multiple ministries · No specific simplified tax and social contribution regime · Weak entrepreneurial culture · Limited access to financing · Low trust in investment and regulatory climate

Trunk (central problem)

Informal workers cannot access any simplified, legally recognized status that offers social protection and progressive formalization, so the formal economy is simply too costly and complex to enter.

Branches (consequences)

15%+ unemployment rate · 1.09M workers without social protection · 53% of GDP generated informally · 2 billion dinars in annual tax revenue lost · Entrepreneurial potential suppressed · Economic inequality reinforced

Tool C: Regulatory and cultural analysis

To understand the framework in which the issue exists, analyze the legal framework, legal gaps, cultural factors and the required level of engagement.

Dimension	Questions to ask
Existing legal framework	What laws address this issue? Are they enforced?
Legal gaps	Is a law, regulation or oversight mechanism missing?
Cultural and social factors	What cultural norms reinforce the problem?
Required level of engagement	Local, national or international advocacy?

WORKSHEET 04

Regulatory and cultural analysis

Understand the institutional, legal and social framework in which your issue is embedded.

Issue being analyzed:

A. Existing legal framework

What laws or regulations address this issue? Are they enforced? Are there gaps?

B. Legal and institutional gaps

What is missing? A law, an implementing decree, an oversight mechanism?

C. Cultural and social factors

What cultural norms or community practices reinforce this problem?

D. Required level of engagement

Should advocacy target the local, national or international level? Why?

Identified action levers

Lever 1: ... Lever 2: ... Lever 3: ...

CAMPAIGN EXAMPLE — Self-Entrepreneur law advocacy (Tunisia) | Step 2 — Regulatory & cultural analysis

A. Existing legal framework

Previous reforms had attempted to encourage entrepreneurship, but the regulatory framework remained incomplete and insufficiently operational. The legislative progress had not been accompanied by effective procedural simplification or centralized service delivery.

B. Legal gaps

No adapted fiscal and social regime existed for very small economic activities. No single managing authority. No simplified registration pathway. The transition from informality to formality was not sufficiently incentivized.

C. Cultural and social factors

Low trust in the investment and regulatory climate; fear of taxation among informal workers; weak entrepreneurial culture; perception that formalization brings costs without benefits.

D. Level of engagement required

National: the reform required action from the Presidency of the Government, multiple ministries (Finance, Social Affairs, Justice, Vocational Training), and Parliament for legislative adoption.

Levers identified

1. Draft a new law establishing a Self-Entrepreneur Status · 2. Create a National Self-Entrepreneur Registry as single managing authority · 3. Design simplified flat-rate tax and social contribution regime linked to revenues.

Step 3 — Map the stakeholders

Knowing who can influence change, who can block it, and how to position your organization within this ecosystem is fundamental.

The power grid (power-interest matrix)

High Power	Low Power
High interest → Key partners to ENGAGE actively <i>(Relevant ministers, allied parliamentarians)</i>	High interest → Allies to MOBILIZE <i>(Partner CSOs, affected communities)</i>
Low interest → Decision-makers to SENSITIZE <i>(Uninformed elected officials, senior civil servants)</i>	Low interest → Actors to MONITOR <i>(Neutral actors with no immediate influence)</i>

 WORKSHEET 05

Stakeholder mapping

Identify all actors linked to the problem and analyze their power, interest and positioning.

PART A — Stakeholder mapping table

[illegible]

PART B — Ally / Opponent spectrum

Active OPPONENTS	Passive OPPONENTS	NEUTRAL	Passive ALLIES	Active ALLIES
List here	List here	List here	List here	List here

Priority actors to engage first:

Who are the 3 most strategic actors and why?

CAMPAIGN EXAMPLE — Self-Entrepreneur law advocacy (Tunisia) | Step 3 — Stakeholder mapping
Key decision-makers (High power)

Presidency of the Government · Ministry of Vocational Training & Employment (active ally) · Ministry of Finance (passive opponent — budgetary caution) · Ministry of Social Affairs (passive ally) · Ministry of Justice · Parliament

Influential actors (Medium power)

General Labour Union · Employers' organizations · Microfinance institutions · Technical Working Group · National Post Office · Agricultural union representatives · International experts & partners

Beneficiaries & civil society (Lower power)

Informal workers (interested but not yet mobilized) · Youth entrepreneurship networks · Women in small-scale activities · Artisans and micro-entrepreneurs · Civil society organizations

Active opponents identified

Some formal-sector SMEs fearing unfair competition · Parts of the tax administration resistant to simplified regimes · Isolated critics skeptical of reform effectiveness

Priority engagement tactic

The Ministry of Finance (high power, cautious) required targeted bilateral meetings with fiscal impact data. The General Labour Union required dedicated social protection safeguard discussions. Informal workers needed accessible information campaigns to shift from fear of taxation to seeing formalization as beneficial.

PHASE 2: PLAN

From vision to action

Step 4 — Formulate a vision and SMART objectives

The vision: your compass

The vision describes the world as it would be if your problem no longer existed. It must be positive, inspiring, realistic and shared.

Characteristics of a good vision

- ✓ Positive — describes what you WANT to achieve, not what you are fleeing
- ✓ Inspiring — motivates actors to take action
- ✓ Realistic — grounded in the context, not utopian
- ✓ Shared — understood and embraced by all stakeholders involved

WORKSHEET 06

Formulating the change vision

The vision describes the world as it would be if your problem no longer existed. It is the compass of your entire campaign.

What would the ideal world look like if your problem no longer existed?

Describe the desired situation, not the actions to get there

Who would benefit, and how would their lives be transformed?

Be concrete about the people who would gain from the change

What behavioral or institutional changes do you expect?

Laws, administrative practices, institutional behaviors

What long-term transformation would society experience?

Beyond your organization, what lasting societal shift would occur?

Our vision — Final statement

Positive, inspiring, realistic and shared. Write 2–3 sentences maximum.

Example: 'A society where all workers, regardless of their status, have access to inclusive and equitable social protection...'

Self-check:

- ☐ Positive — describes what we WANT to achieve
- ☐ Inspiring — motivates people to act
- ☐ Realistic — grounded in the current context
- ☐ Shared — understood by all team members
- ☐ Clear — free of technical jargon
- ☐ Inclusive — no affected group is excluded

CAMPAIGN EXAMPLE — Self-Entrepreneur law advocacy (Tunisia) | Step 4 — Change vision**Campaign vision**

An inclusive and structured economic system in which every individual engaged in independent economic activity has access to a simplified, incentive-based, and secure legal framework that guarantees social protection, encourages progressive formalization, and ensures fair contribution to national development.

Why this vision works

It is positive (describes the desired end-state), inclusive (covers all informal workers regardless of sector), institutionally anchored (references legal framework and social protection), and politically resonant (links to national development and fiscal sustainability).

SMART objectives: your roadmap

An effective advocacy objective follows the formula: Decision-maker + Expected action + Type of decision + Deadline

Criterion	What this means
S — Specific	Clear, precise and concrete. Answers: what, who, why?
M — Measurable	The level of achievement can be assessed via observable indicators
A — Achievable	Realistic given available resources and context
R — Relevant	Genuinely contributes to the vision and desired change
T — Time-bound	Includes a clear deadline: 'by June 2026', 'before end of 2025'

Examples of SMART objectives

✗ Poor: 'Improve the situation of women in the informal sector.'

✓ Good: 'By end of 2026, the Ministry of Social Affairs adopts a national social protection strategy for female informal sector workers.'

WORKSHEET 07

Formulating SMART Objectives

Formulate up to 3 SMART objectives. Each objective targets a specific decision-maker, an action, a type of decision and a deadline.

Campaign vision (reminder):

Copy your vision here

Objective No. 1

SMART Component	Your answer
S — Target decision-maker	
S — Expected action	
S — Type of decision (law, decree, budget, practice...)	
M — How will we measure achievement?	

A — Is it achievable?	
R — Link to the vision?	
T — Timeline for completion	

Full statement of Objective No. 1:

[Decision-maker] + [action verb] + [type of decision] + by [deadline]

Objective No. 2

SMART Component	Your answer
S — Target decision-maker	
S — Expected action	
S — Type of decision (law, decree, budget, practice...)	
M — How will we measure achievement?	
A — Is it achievable?	
R — Link to the vision?	
T — Timeline for completion	

Full statement of Objective No. 2:

[Decision-maker] + [action verb] + [type of decision] + by [deadline]

Objective No. 3

SMART Component	Your answer
S — Target decision-maker	

S — Expected action	
S — Type of decision (law, decree, budget, practice...)	
M — How will we measure achievement?	
A — Is it achievable?	
R — Link to the vision?	
T — Timeline for completion	

Full statement of Objective No. 3:

[Decision-maker] + [action verb] + [type of decision] + by [deadline]

CAMPAIGN EXAMPLE — Self-Entrepreneur law advocacy (Tunisia) | Step 4 — SMART objectives
Main objective

The Presidency of the Government and Parliament formally adopt a legal framework establishing the Self-Entrepreneur Status, enabling simplified and regulated formalization of individual economic activities.

Objective 1 — Build consensus

The inter-ministerial Technical Working Group reaches validated consensus on the draft law text, through at least 4 multi-stakeholder workshops integrating amendments from all institutional partners.

Objective 2 — Legislative drafting

A legally coherent and socially acceptable legislative text is validated by institutional legal departments and consolidated into a single draft ready for parliamentary submission.

Objective 3 — Mobilize support

All major social partners (General Labour Union, employers' organizations, microfinance institutions) formally participate in the national consultation and endorse the reform at the national conference.

Objective 4 — Political legitimacy

The reform is officially referenced in at least one senior government speech, launched via a public event, and covered by mainstream national media within the campaign timeline.

Objective 5 — Implementation readiness

The National Self-Entrepreneur Registry is legally established, a single managing authority is officially designated, and simplified fiscal/social contribution procedures are incorporated into the final adopted text.

Step 5 — Build the theory of change and choose your strategy

Theory of change

The theory of change visualizes the logical pathway from concrete actions to the final change. It defines who must act at each level for the change to happen.

WORKSHEET 08

Theory of change

Build the logic linking your intermediate objectives to the final goal. Identify who must act at each level.

Final objective:

Decision level	Main actor	Expected change	Who can influence them?
 FINAL Decision-maker			
Intermediate decision-maker 1			
Intermediate decision-maker 2			
Intermediate decision-maker 3			
Intermediate decision-maker 4			

Key assumptions and weak links:

What assumptions need to be verified? Which links in the chain are most fragile or uncertain?

CAMPAIGN EXAMPLE — Self-Entrepreneur law advocacy (Tunisia) | Step 5 — Theory of change

Final decision-maker

Parliament + Presidency of the Government → Formal adoption of the Self-Entrepreneur Law and publication in the Official Gazette.

Intermediate level 1

Ministry of Vocational Training & Employment (lead ministry) → Champions the draft law internally, coordinates the inter-ministerial working group, and presents the text for government approval.

Intermediate level 2

Ministry of Finance → Validates the simplified fiscal contribution regime; removes budgetary objection by accepting revenue projections showing net fiscal gain from formalization.

Intermediate level 3

General Labour Union & Employers' Organizations → Endorse the reform publicly at the national conference, providing social legitimacy and removing political risk for parliamentarians.

If we deliver... → Then we achieve

Simplified legal framework + adapted fiscal/social contributions + centralized procedures + single managing authority → Significant proportion of informal workers opt for formalization + expanded tax base + increased social protection coverage + strengthened entrepreneurial culture + improved public revenues.

Choosing your strategy and tactics

The strategy defines how you will achieve your objectives, taking into account your position and the context.

	FAVOURABLE Context	UNFAVOURABLE Context
STRONG Group	CONFRONTATION PRESSURE & Citizen mobilisation, direct lobbying, media actions	STRENGTHENING EMPOWERMENT & Training, capacity building, internal coalitions
WEAK Group	COLLABORATION NETWORKING & Coalitions, multi-stakeholder platforms, strategic alliances	AWARENESS-RAISING EDUCATION & Awareness campaigns, documentation, media advocacy

PHASE 3: COMMUNICATE & ACT

Build messages and engage decision-makers

Step 6 — Build targeted messages

A good advocacy message transforms a complex cause into a clear and mobilizing idea. There is no universal message: every audience has its own language.

The 5 qualities of an effective message

Criteria	Definition	Practical tip
Credibility	Based on facts, reliable data and verifiable testimonies	Never assert without a credible source
Conciseness	Short, direct, with simple language and accessible words	If you can't say it in 30 seconds, rework it
Relevance	Speaks the target audience's language and addresses their concerns	Adapt vocabulary whether speaking to a minister or the press
Urgency	Shows why action is needed NOW	Link to a current context, deadline or political moment
Values	Anchored in shared values: justice, dignity, equity, rights	Reach both reason and emotions of your interlocutor

3-part message structure

1. THE PROBLEM (with evidence): 'Today, X people are affected by [problem]...'
2. THE SOLUTION (specific and achievable): 'The solution is simple: [decision-maker] must [action] by [deadline].'
3. THE CALL TO ACTION: 'We ask you to [specific and realistic action].'

WORKSHEET 09

Building key messages

Craft a message tailored to each target audience using the 3-part structure.

Campaign subject:

Audience 1: Political decision-maker (minister, elected official, governor)*Dimension: Rational*The problem (with evidence):
_____The solution (specific and achievable):
_____The call to action:
_____**Audience 2: General public / media***Dimension: Emotional*The problem (with evidence):
_____The solution (specific and achievable):
_____The call to action:
_____**Audience 3: Partners / Donors***Dimension: Factual*The problem (with evidence):
_____The solution (specific and achievable):
_____The call to action:
_____**Audience 4: Affected communities***Dimension: Participatory*The problem (with evidence):
_____The solution (specific and achievable):
_____The call to action:
_____**Message Self-Check**

- ☐ Credible — backed by verifiable facts
- ☐ Concise — understandable in 30 seconds
- ☐ Relevant — addresses the audience's concerns
- ☐ Urgent — explains why action is needed NOW
- ☐ Anchored in shared values (dignity, justice, equity)

CAMPAIGN EXAMPLE — Self-Entrepreneur law advocacy (Tunisia) | Step 6 — Key messages**To decision-makers (rational)**

Tunisia loses 2 billion dinars annually in uncollected tax revenue from 1.09 million informal workers. A Self-Entrepreneur Law would expand the tax base, extend social protection coverage, and reduce economic informality, with international proof of concept from France and Morocco. The ask: adopt the draft law and establish the National Self-Entrepreneur Registry.

To Parliament (political legitimacy frame)

This reform aligns with national development priorities, has the support of all major social partners, and has been rigorously developed through six phases of multi-stakeholder consultation. Adopting it demonstrates Tunisia's commitment to inclusive economic reform and strengthens the government's legacy on employment.

To the public and media (emotional)

More than 1 million Tunisians work without any social protection: no healthcare, no pension, no safety net. The Self-Entrepreneur Law gives them a legal identity, access to rights, and a path forward. It is not about taxing the vulnerable. It is about protecting them.

To informal workers (participatory)

This law was built with your direct input. It offers a status that fits how you actually work. It is simple to use, with contributions proportional to your income. No added bureaucracy or heavy costs. The status recognizes your valuable work.

Step 7 — Engage political decision-makers

Political advocacy aims to transform one-off contacts into lasting influence relationships. Knowing how to prepare, conduct and follow up on meetings with a decision-maker is a key strategic skill.

The BEFORE — DURING — AFTER cycle

Moment	Key actions
BEFORE the meeting	Know the decision-maker's profile · Define a clear objective · Prepare a one-pager · Anticipate objections · Allocate roles within the team
DURING the meeting	Open with a striking fact + human story · Listen actively · Make a precise ask · Handle objections with facts
AFTER the meeting	Send a thank-you message · Share the meeting notes · Follow up at the right moment · Document commitments made

WORKSHEET 10

Political meeting preparation sheet

Use this sheet to prepare, conduct and follow up on every meeting with a political decision-maker.

MEETING INFORMATION

Decision-maker met	
Level (local / regional / national)	
Date and location	
Time available	
Objective of the meeting	

BEFORE — Preparation

Decision-maker profile (priorities, constraints, history):

What do we know about this actor? Their current priorities? Have they supported similar causes before?

Main message and 2–3 key arguments:

A striking fact + a rational argument + a human story

Our specific ask:

Sign, vote, allocate a budget, publish a decree, participate in...

Likely objections and prepared responses:

Anticipated objection	Our prepared response

Role allocation within our team:

Spokesperson: ... | Expert/Technician: ... | Observer: ...

DURING — Notes**Points discussed and decision-maker's reactions:****Commitments made by the decision-maker:**

AFTER — Follow-up

Follow-up actions:

- ☐ Send a thank-you message with the promised documents — Date: _____
- ☐ Share the meeting notes with our allies — Date: _____
- ☐ Follow up with the decision-maker to recall commitments — Date: _____
- ☐ Document commitments in our tracking table — Date: _____

Next step:

CAMPAIGN EXAMPLE — Self-Entrepreneur law advocacy (Tunisia) | Step 7 — Engaging decision-makers

Strategy chosen

Negotiation and coordination. Given strong institutional leadership and a conducive political environment, the team chose a collaborative multi-ministerial approach.

Key tactic: Multi-stakeholder Working Group

A Technical Working Group was formed including representatives from all relevant ministries. It met through 6 structured phases: forming the group → reviewing prior proposals → defining orientations → mapping legal frameworks → international benchmarking → drafting and validation.

Key tactic: Bilateral meetings with resistant actors

The Ministry of Finance required targeted bilateral meetings with fiscal impact analysis showing the net revenue gain from formalization. This turned a passive opponent into a cautious but unblocking actor.

Key tactic: International benchmarking

Comparative analysis of France's auto-entrepreneur scheme and Morocco's self-employment status was used to demonstrate feasibility and de-risk the reform politically. This demonstrated that this is a proven international model.

Key tactic: National conference

A national conference was organized as a culminating event to publicly launch the reform, gather endorsements from social partners, generate media coverage, and create political momentum for parliamentary adoption.

Follow-up

After each ministerial meeting, written summaries of commitments were circulated within the working group to maintain accountability and track progress against the 5 campaign objectives.

PHASE 4: EVALUATE & SUSTAIN

Measure, learn and consolidate

Step 8 — Develop the action plan and evaluate

The action plan translates your strategy into planned, prioritized and measurable activities. It includes a risk analysis and a monitoring and evaluation system.

Three levels of indicators

Level	What you measure	Examples
OUTPUT	Measures what you have done	Number of meetings, campaigns launched, trainings organized
OUTCOME	Measures observable changes achieved	A minister's public commitment, a law amendment, media coverage
IMPACT	Measures structural changes in the long term	Increase in rights access rate, reduction of inequalities

The 4 sustainability levers

Lever	Description
Institutionalization	Embed results into lasting laws, policies or regulations
Local capacity building	Train local leaders and CSOs to continue advocacy after the project
Durable alliances	Maintain a multi-stakeholder platform and ongoing monitoring networks
Sustainable financing	Seek municipal funding or corporate partnerships

WORKSHEET 11

Action plan & monitoring-evaluation table

Plan your activities and track your results throughout the campaign.

Advocacy objective (reminder):

PART A — Action Plan

Activity	Responsible	Resources	Deadline	Indicator	Status

Risk analysis:

Identified risk	Probability (1-5)	Impact (1-5)	Mitigation measure

PART B — Monitoring & evaluation table

Update this table at each review point (monthly recommended).

Indicator	Verification source	Result achieved	Analysis comments	/	Corrective action
OUTPUT (what we have done)					
OUTCOME (observed changes)					

IMPACT (lasting transformation)				

Lessons learned and adjustments:

What have we learned? What needs to be adjusted in our action plan?

CAMPAIGN EXAMPLE — Self-Entrepreneur law advocacy (Tunisia) | Step 8 — Action plan & monitoring

6-phase action plan

Phase 1: Form multi-stakeholder working group → Phase 2: Review and analyze prior legislative proposals → Phase 3: Define core orientations and strategic options → Phase 4: Map relevant legal frameworks → Phase 5: International benchmarking (France, Morocco) → Phase 6: Draft and validate the final legislative proposal + National Conference.

Main impact indicator

Formal adoption of the Self-Entrepreneur Law by the competent authority and publication in the Official Gazette.

Output indicators

Number of institutions in the working group · Number of multi-stakeholder workshops organized · Integration of amendments from consultations into draft text.

Outcome indicators

Social partner participation in consultations · Key stakeholder presence at national conference · Reform officially referenced in government speeches · Institutional media coverage obtained · Formal legal opinion validating draft coherence.

Impact indicators

Legal establishment of the National Self-Entrepreneur Registry · Official designation of managing authority · Clear simplified procedures incorporated in final adopted text · Measurable increase in formal worker registrations post-adoption.

Risk identified and mitigated

Ministry of Finance budgetary resistance → mitigated by producing fiscal impact analysis showing net revenue gain. SME sector concerns about unfair competition → mitigated by including contribution thresholds and eligibility criteria in the draft law design.

SUMMARY

The 10 steps of effective advocacy

Operational checklist for running an advocacy campaign from start to finish.

1

Identify and prioritize the issue (→ Worksheet 01)

Select a clear, mobilizing and feasible issue
Use the prioritization grid (8 criteria)
Start from the lived experiences and real needs of affected communities

2

Analyze the issue in depth (→ Worksheets 02, 03, 04)

Apply the 8 key questions for a rapid diagnosis
Build a problem tree (causes + effects)
Identify the legal framework and cultural factors

3

Formulate a change vision (→ Worksheet 06)

Describe the world as it would be if the problem no longer existed
Ensure the vision is positive, inspiring, realistic and shared
Link the vision to the relevant fundamental rights

4

Define SMART objectives (→ Worksheet 07)

Identify the decision-maker, expected action, decision type and deadline
Verify each objective is measurable and realistic
Build a logical chain of intermediate objectives

5

Map stakeholders (→ Worksheet 05)

Use the power grid (power-interest matrix)
Identify allies, neutral actors and opponents
Define a specific engagement tactic for each category

6

Build the theory of change (→ Worksheet 08)

Visualize the logical pathway from action to final change
Identify actors at each decision level
Validate or adjust after stakeholder mapping

7

Choose strategy and tactics

	Assess your group's strength and the context Select from: awareness-raising, strengthening, collaboration, confrontation Combine and sequence strategies over time
8	Build key messages (→ Worksheet 09) Adapt the message to each target audience Balance rational, emotional and factual dimensions Test messages and refine based on field feedback
9	Engage decision-makers (→ Worksheet 10) Carefully prepare each political meeting Formulate a precise and realistic ask Rigorously follow up on commitments obtained
10	Monitor, evaluate and sustain (→ Worksheet 11) Build output, outcome and impact indicators Analyze risks and prepare contingency plans Institutionalise gains and capitalize on lessons learned

CONCLUSION

Effective advocacy is not the privilege of large organizations. It is a tool accessible to every association willing to analyze, plan, act and learn.

5 principles to remember

1. Act methodically: analysis and planning come before action
2. Work in coalition: unity strengthens credibility and impact
3. Adapt continuously: a good plan is a living plan
4. Communicate with precision: the right message, to the right person, at the right time
5. Measure and capitalize: every campaign is a lesson for the next one

"Advocacy is not a one-off action. It is a process of collective transformation."