

## Engagement, Commitment and Action Tool

### Purpose of the tool

For each country and driver programme a ToC has been developed, including desired outcomes for lobby and advocacy. In order to monitor progress towards realisation of the desired lobby and advocacy outcomes of the country and driver programmes an Engagement, Commitment and Action Tool has been developed based on two tools originally developed for WWF. More specifically the tool is intended for use by CSOs for:

- Assessing the baseline situation
- Setting targets for the full programme period and each year of the programme
- Tracking progress

### How to use the tool

The tool consists of 8 levels of “engagement, commitment and action” of the target groups of our lobby and advocacy activities: government institutions and companies at local, regional, national and international level. CSOs working on realisation of the desired lobby and advocacy outcomes of the country/driver programmes will for each of the desired outcomes periodically determine the level that has been reached as well as set the desired level.

Policy/practice influencing processes are by their nature complex. The tool is therefore not necessarily linear and sequential, for instance certain levels could be jumped-over or levels could happen simultaneously. The tool has an inherent element of subjectivity and does not give a direct measure of only GLA-partner influencing result: the level might have been reached through a variety of actors besides GLA partners. That means that being higher in the scale is not always better. The scale is merely meant as tool for setting targets and as reflection for what has been achieved.

### The scale and its levels

Level	Description of level	Generic examples of evidence
Level 1	<b>No interest</b> in the lobby/advocacy issue	- No interest in or discussion on the lobby/advocacy issue among decision makers
Level 2	<b>Increased awareness and receptiveness</b> of decision makers	- Decision makers have shown interest in information from GLA partners or have consulted with GLA partners - Decision makers and GLA partners have shared information - ‘Champions for change’ (key political, business or public figures) have emerged - Decision makers have referenced GLA partner stance or research/case studies/campaign material in meetings and the media

Level 3	Lobby/advocacy issue on the political/corporate agenda	<ul style="list-style-type: none"> <li>- Specific formal political/corporate meetings have been scheduled to discuss the lobby/advocacy issue</li> <li>- GLA members have been invited to sit in a panel/committee/working group related to the lobby/advocacy issue</li> <li>- Lobby/advocacy issue has been regularly referred to during key meetings/speeches or given 'slot' on agenda by decision makers</li> <li>- GLA partners have been requested to present particular information/evidence/cases/studies/proposals by decision makers</li> </ul>
Level 4	Concrete steps taken towards development or improvement of laws, policies, guidelines or action plans	<ul style="list-style-type: none"> <li>- Political/corporate commitment to development or improvement of legislation, policies, guidelines or action plans has been expressed</li> <li>- Research has been commissioned by key decision-makers to inform development or improvement of legislation, policies, guidelines or action plans</li> <li>- Promising practices are being piloted</li> <li>- Formal committee/working group has been established for development or revision of legislation, policies, guidelines or action plan</li> </ul>
Level 5	Developed/improved laws, policies, guidelines or action plans have been approved	<ul style="list-style-type: none"> <li>- Developed or revised laws, policies, guidelines or action plans have been formally approved and are seen as an improvement by GLA partners</li> </ul>
Level 6	Developed/improved laws, policies, guidelines or action plans are not implemented or to a poor extent	<p>Policies are in place, developed or revised, but:-</p> <ul style="list-style-type: none"> <li>- Governments/companies have not (yet) or poorly implemented the laws, policies, guidelines or action plans</li> <li>- No or little (increased) investment (budget, human resources, technical capacity) for implementation of legislation, policies, guidelines or action plans</li> <li>- Structures/mechanisms for implementation and enforcement of legislation, policies, or action plans are not (yet) put in place or are functioning poorly</li> </ul>
Level 7	Developed/improved laws, policies, guidelines or action plans are implemented to a moderate/fair extent	<ul style="list-style-type: none"> <li>- Governments/companies have implemented the laws, policies, guidelines or action plans to a moderate extent</li> <li>- Moderate (increased) investment (budget, human resources, technical capacity) for implementation of legislation, policies, guidelines or action plans</li> <li>- Structures/mechanisms for implementation and enforcement of legislation, policies, or action plans are put in place and functioning to a moderate extent</li> </ul>
Level 8	Developed/improved laws, policies, guidelines or action plans are implemented to a satisfactory extent	<ul style="list-style-type: none"> <li>- Governments/companies have implemented the laws, policies, guidelines or action plans to a satisfactory extent</li> <li>- Significant (increased) investment (budget, human resources, technical capacity) for implementation of legislation, policies, guidelines or action plans</li> <li>- Structures/mechanisms for implementation and enforcement of legislation, policies, or action plans are put in place and are reasonably well functioning</li> </ul>