EFFECTIVE POLICY ADVOCACY IN BUSINESS MEMBERSHIP ORGANIZATIONS
Effective Policy Advocacy

1 day training course -- 4 overall training sessions

Morning

• Session 1: Introduction to Policy Advocacy
• Session 2: Understanding the Issue and the Stakeholder Environment

Afternoon

• Session 3: Organizing Internally
• Session 4: Reaching the Audience
## INTRODUCTORY SESSION

### CHART 2

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
<th>Duration</th>
<th>Proposed time</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>Presenting the program and introducing participants</td>
<td>15 min</td>
<td>09.00 – 9.15 h</td>
</tr>
<tr>
<td><strong>Session 1: Introduction to Policy Advocacy</strong></td>
<td>What is Policy Advocacy?</td>
<td>45 min</td>
<td>9.15 – 10.00 h</td>
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<td></td>
<td>Why is Policy Advocacy Important</td>
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<tr>
<td><strong>Session 2: Understanding the Issue and the Stakeholder Environment</strong></td>
<td>Collecting Information</td>
<td>30 min</td>
<td>10.00 – 10.30 h</td>
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<td>Primary information</td>
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<td>Secondary information</td>
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<td>Sources of information</td>
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<td></td>
<td>Coffee break</td>
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<td>10.30 – 10.45 h</td>
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<tr>
<td><strong>Session 2: Understanding the Issue and the Stakeholder Environment</strong></td>
<td>Assessing Impacts on Members</td>
<td>30 min</td>
<td>10.45 – 11.15 h</td>
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<td></td>
<td>Defining the issue</td>
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<td>Is Government action or inaction justified?</td>
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<td>Assessing Impacts on Members</td>
<td>45 min</td>
<td>11.15 – 12.00 h</td>
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<td>Case study: Impact of Avian Flu on Vietnam’s Economy</td>
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<td>Case study: Increasing the Minimum Wage in Uganda</td>
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<td>Lunch break</td>
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<td>12.00 – 13.00 h</td>
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<tr>
<td><strong>Session 2: Understanding the Issue and the Stakeholder Environment</strong></td>
<td>Analysing Stakeholders</td>
<td>30 min</td>
<td>13.00 – 13.30 h</td>
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<td>The Stakeholder Map</td>
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<td>Case study: Servicing the Advocacy Committee in DI</td>
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<td>Soliciting the Views of Members</td>
<td>15 min</td>
<td>13.30 – 13.45 h</td>
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<td>Survey techniques</td>
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<td>Strengths and weaknesses of different techniques</td>
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<td>Coffee break</td>
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<td>14.00 – 14.15 h</td>
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<tr>
<td><strong>Session 3: Organising Internally</strong></td>
<td>Outlining the Advocacy Strategy</td>
<td>60 min</td>
<td>14.15 – 15.15 h</td>
</tr>
<tr>
<td><strong>Session 4: Reaching the Audience</strong></td>
<td>Defining / Tailoring the Message</td>
<td>30 min</td>
<td>15.15 – 15.45 h</td>
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<td>Primary and secondary audiences</td>
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<td>The AIDA Model</td>
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<td>Implementing the Advocacy Strategy</td>
<td>45 min</td>
<td>15.45 – 16.30 h</td>
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<td>Media Releases</td>
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<tr>
<td><strong>Session 4: Reaching the Audience</strong></td>
<td>Case: DI’s Globalisation Campaign</td>
<td>45 min</td>
<td>16.30 – 17.15 h</td>
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</table>
SESSION 1
INTRODUCTION TO POLICY ADVOCACY
What is policy advocacy?

- The act of influencing or supporting a policy

Policies can be broadly defined to include:

- Laws
- Regulations
- Court Decisions
- Decrees
- Circulars
- Political party platforms
- Institutional policies

Advocacy can also relate to implementation of existing policies
What policy advocacy is not

- Policy advocacy is not about obtaining preferential treatment for one business or sector at the expense of others
  - It is not about day-to-day business of members
  - It is not about resolving conflicts between members or between members and Government
Dimensions of Policy Advocacy

- Objectives
- Data/Information
- Audiences
- Messages
- Committees
- Members
- Analysis
The Stages of Policy Advocacy

1. Monitoring
2. Evidence & Analysis
3. Policy Position
4. Strategy
5. Advocacy
INTRODUCTION TO POLICY ADVOCACY

CHART 7

Ranking the BMO

- Strategy
- Process
- Presentation and interaction
- Secretariat
- Member input and timing
- Member presentations
- Media
- Tracking and follow-up
- Documenting successes and failures
- Diversity of approaches

Exercise: Rank your own BMO, see Handout 3
Why is Policy Advocacy Important?

**Phase 1:** Club

**Phase 2:** Small secretariat

**Phase 3:** Professional secretariat

**Phase 4:** Knowledge supplier
Why is Policy Advocacy Important?

- Policy Advocacy has demonstrated impact
- More paid up members in the BMO
- Higher income from subscriptions and possibly also from fee based services
SESSION 2
UNDERSTANDING THE ISSUE AND THE STAKEHOLDER ENVIRONMENT
Collecting Information

- Information is the basis on which the rest of the advocacy initiative rests
- Main purpose of collecting information is to better understand the issue and its impact on members
- A prominent reason for failure in advocacy campaigns is that BMOs do not spend adequate time understanding the issue and its context
- Often times the challenge is to find reliable information, and to make best use of what is available
2 overall types of information

- Primary information: data collected for the first time

- Secondary information: published and/or processed information available from other sources

Primary information gathering will be covered extensively tomorrow in the session of "Soliciting the Views of Members"

Secondary information sources include national statistical bureaus, government agencies and international institutions and partners
Qualitative Survey Techniques

• **Focus Group**: A semi-structured interview conducted among a small number of respondents simultaneously.

• **In-depth interview**: An unstructured personal interview, which relies on extensive probing to get a respondent to talk freely about a subject.
Quantitative Survey Techniques

- Personal Interview: A questionnaire based interview. This is the most expensive and time-consuming of the three (generic) quantitative methods.

- Telephone Interview: A questionnaire based telephone interview. This can be done from the office of the BMO. The questionnaire is typically shorter than the one use for personal interviews to minimize impatience and maximize integrity, which is more difficult to manage over the phone.

- Mail Interview: Mail-out interviews are typically used to contact members, who are hard to reach by telephone or in person. As response rates tend to be low, telephone interviews are often required to achieve a satisfactory response rate.
UNDERSTANDING THE ISSUE AND STAKEHOLDERS

CHART 14

Storing data

• Data and information should be stored in an accessible yet secure manner

• Important to build the collective memory of the organisation rather than that of the individual member of staff
Assessing Impacts on Members

An impact assessment is an analysis of the likely costs and benefits associated with

- the introduction of a new policy,
- other effective changes in the regulatory environment, or
- an exogeneous change in the environment of members

The results of impact assessments should form the foundations of the dialogue with public officials and other stakeholders.
Impact Assessments

The process of undertaking an impact assessment helps the BMO to:

- Think through the full impact of the policy proposal or issue at hand
- Assess options
- Determine whether the benefits justify the costs
- Determine whether some sectors or industries are likely to be disproportionately affected

The impact assessment provides ammunition to the advocacy of the organization

- Analysis should be rooted in fact
- Evidence based policy advocacy builds legitimacy
- Unsubstantiated and emotional statements undermine reputation
Basic elements in a typical impact assessment

1. Is the issue correctly defined?
   - Aim for precision to avoid misunderstandings
   - Clear definition of nature and magnitude of issue / problem
   - Basic risk assessment addressing the probability of an event occurring and seriousness of effect
   - Brief explanation of why the issue is brought up or addressed now
Basic elements in a typical impact assessment

2. Is Government action or inaction justified?

Is there a case for Government intervention, or is it better left to the market?

If the answer is 'yes', there are often several competing options:
- Taxes and subsidies
- Mandatory regulation
- Voluntary agreements
- Public service provision
- Information to enterprises / general public
Basic elements in a typical impact assessment

3. Do the expected benefits of intervention / regulation justify the true costs, i.e. including those likely to be incurred by members?

- A cost / benefit analysis should be undertaken -- important to clearly identify all costs and benefits, as well as who the bearers and beneficiaries would be
- Important to take into account indirect as well as direct costs
- Some members may stand to lose and others win form the same policy or issue
- Impacts should be quantified -- this makes comparison possible and quantitative effects tend to be taken more seriously than the qualitative ones
- Quantified impacts should be converted to a monetary value
Basic elements in a typical impact assessment

Quantifying the impacts -- techniques

- *Time savings* can be given a monetary value by multiplying the time saved by the average wages/earnings of the beneficiaries.
- *Improvements in health* can be given a value by studying the savings in costs of treating the illness; or by estimating the improvements in beneficiaries' productivity.
- *Training and education* can be valued by looking at the difference in wage rates of better and less well educated workers.
- *Environmental benefits and costs* can be valued through use of 'willingness to pay' surveys to see how much people are willing to pay for improvements, or how much compensation they need to accept an increased level of pollution.
- If a *distorted market price* is an issue, the rates and levels prevailing in other countries can be used as proxies; alternatively, the prices and rates observed in non-regulated or distorted markets can be used, if these exist.
4 essential components of an impact assessment

Component 1: Clear Explanation of Purpose/Effect

This explanation should include:

• What problem the policy is seeking to address
• A statement of what the policy is designed to achieve
• Reasons why the policy is necessary or unnecessary
4 essential components of an impact assessment

Component 2: Examination of Benefits

The examination of benefits should address:

• Type and nature of direct benefits

• Number of enterprises (in numbers and by employment) likely to benefit

• Size of any expected direct benefits Identification of any indirect benefits

• Adding direct and indirect benefits together, expressed as annual sums
4 essential components of an impact assessment

Component 3: Assessment of Costs

The assessment of costs should address:

- Who is likely to face costs (by enterprise type and industry, in numbers and by employment?)
- Size and type of direct costs
- Identification of any indirect costs
- Adding direct and indirect costs together, expressed as annual sums
4 essential components of an impact assessment

Component 4: Adding costs and benefits

This final stage of the analysis should consist of:

• Subtracting total annual costs from total annual benefits
• If positive, the policy has a Net Benefit
• If negative, the policy has a Net Cost
Impact Assessment

Case I: The Impact of the Avian Influenza Epidemic on the Vietnamese Economy

• Identify the elements of the checklist in Handout 6

• Had this been from a BMO, where in the figure in Handout 3 would you place it, and why?

• Whom do you think the audiences for this assessment was?

• Is it based on primary or secondary data?
Impact Assessment
Case I: Impact of Bird Flu in Vietnam

1. Clear explanation of purpose, context and background (factual)

2. Assessment of costs

   I) Agricultural sector
   Sources: national accounts, statistical bureau, market prices, farm gate prices

   II) Tourism sector
   Sources: National tourism agency, press reports and contacts to travel agents

3. Conclusion & Policy recommendation:

   The impact is manageable, but there is value in moving fast and decisively
Impact Assessment

Case II: Increasing the Minimum Wage in Uganda

- Identify the elements of the checklist in Handout 6
- Where in the figure in Handout 3 would you place this BMO, and why?
- Whom do you think the audiences for this assessment was?
- Is it based on primary or secondary data?
Impact Assessment

Case II: Increasing the Minimum Wage in Uganda

Lessons learned

1. Use 'assumptions' to bridge gaps in data and information

2. The indirect costs are likely to be much more important than the direct ones
Analyzing Stakeholders

Stakeholder: Anyone with an interest (a stake) in an issue, project, company or organisation.

Focus on 2 types:

- Stakeholders that will be affected by the proposal
- Stakeholders that are able to affect the proposal's chances of success

Stakeholder Analysis: Systematic methodology that relies on qualitative data to determine the interests and influence of different groups in relation to policies or other aspects related to the business environment.
Analyzing Stakeholders

Assessing the state of the stakeholder environment:

- Is the policy area a priority for the government?
- Has news regarding the policy area recently been featured in the media?
- What similar policies have been approved or rejected in recent years?
- Is the topic of interest to the general public?
- Do channels exist for members to participate in these decisions?
- Has there been prior interaction between BMOs and relevant ministries on the issue? If so, what were the outcomes?

Answers will help determine if the issue is ripe for dialogue, what the Government thinks, and where the allies/opponents are.
<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Stakeholder Importance</th>
<th>Stakeholder Advantages</th>
<th>Stakeholder Disadvantages</th>
<th>Advantages vs. Disadvantages</th>
<th>= 2 x 5</th>
<th>Preventive Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who is the stakeholder?</strong></td>
<td>1: Not important</td>
<td>Description of known advantages associated with the issue/policy</td>
<td>Description of known disadvantages associated with the issue/policy</td>
<td>1: Advantages completely outweighs disadvantages</td>
<td>1: Marginal issue 100: Very important issue/policy</td>
<td>Description of measures that can be used to lower the point score under '6'</td>
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<tr>
<td>Ministries</td>
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<td>Advisors</td>
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<td>Opposition</td>
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<td>Strong Business Leaders</td>
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SESSION 3
ORGANIZING INTERNALLY
The Advocacy Committee

Valuable for coordination and keeping in sync with members

Advocacy committees should be representative of BMO members, and not be too large

Committee Members of the committee should have good knowledge of regulatory, legislative and policy issues

Committee Members must devote significant amount of time to advocacy related matters

The Chairman of the Advocacy Committee must have a good understanding of the policy environment and be 'well connected'
The Advocacy Committee

Certain staff can be assigned responsibility for monitoring certain policy areas and issues.

Designated staff must stay alert and constantly be on top of their areas of responsibility.

This maximizes the possibility for engaging proactively rather than reactively.
The Advocacy Committee

Case: Servicing the Advocacy Committee of DI

Issues and questions for discussion:

- How are committees serviced in your BMO today?
- Does your BMO have an advocacy committee?
- If yes, how does it compare to the one at DI?
Soliciting the Views of Members

It is vital for any BMO to listen to members.

It is especially important in the context of policy advocacy.

Surveys of members are useful (if not necessary) to fully understand members.

There are many different techniques, but they all require adherence to the following basic 'rules' to be efficient.
Soliciting the Views of Members

Rules of the Game:

1. Review existing information
2. Check reliability and resolve potential conflicting findings
3. Record the information in a safe and accessible manner
4. End the investigation in a courteous manner
### Survey Techniques

<table>
<thead>
<tr>
<th>Examples of techniques</th>
<th>Qualitative</th>
<th>Quantitative</th>
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</thead>
<tbody>
<tr>
<td><strong>Focus Group:</strong> A semi-structured interview conducted among a small number of respondents simultaneously.</td>
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## Survey Techniques

<table>
<thead>
<tr>
<th>Qualitative</th>
<th>Strengths</th>
<th>Weaknesses</th>
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<tbody>
<tr>
<td></td>
<td>• Flexible</td>
<td>• Sample sizes are often small, and not representative in themselves</td>
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<td></td>
<td>• Enables exploration of attitudes and concepts</td>
<td>• Requires good prior understanding of key issues to be fruitful</td>
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<td>• Secures in-depth understanding of issues</td>
<td>• The usefulness of surveys tends to vary with the lucidity and expressiveness of respondents</td>
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<td>• Allows studies of motivational behaviour and patterns, e.g. how individuals interact with their environment, or cope with change</td>
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<td></td>
<td>• Produces statistical data</td>
<td>• Can be quite expensive</td>
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<tr>
<td></td>
<td>• Survey estimates can be defined</td>
<td>• Sample size may not allow for unbiased estimates</td>
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<td></td>
<td>• Can measure the extent, prevalence, size and strength of observed characterisitics</td>
<td>• Structured interview hinders detailed exploration of reasons</td>
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<td></td>
<td>• Can determine the importance of specific factors in influencing outcomes</td>
<td>• Requires key concepts to be clearly defined and translated into meaningful survey questions. ‘Fuzzy’ concepts are difficult to measure</td>
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<tr>
<td></td>
<td>• Past surveys are relatively easy to replicate</td>
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</table>
Outlining the Advocacy Strategy

Basic questions:

- What is the desired outcome?
- Which option or course of action is best?
- How can opponents be neutralized?
- What is the likelihood of success?
- Is there a potential for coalitions around the issue?
- Are any risks associated with the strategy?
OUTLINING THE ADVOCACY STRATEGY

GOALS SHOULD BE SMART:

- **Specific**
- **Measurable**
- **Achievable**
- **Realistic**
- **Time-bound**
Target Audience

The person or group of people who can bring about the change the BMO hopes to achieve

Primary Target Audience:

- Government Ministers, Members of Parliament, Senior Officials

Secondary Target Audience:

- The public, the media, business leaders, external stakeholders
Prioritizing Advocacy Objectives in ZACCI

Needed to formulate a policy agenda that could address the most important challenges for enterprises in Zambia

Intention was to sharpen ZACCI's profile and exert more influence among policy members

Handout 13: Reducing the level of regulation in the Zambian economy

- Is this strategic policy advocacy goal SMART?

- Why / Why not?
SESSION 4

REACHING THE AUDIENCE
Defining/Tailoring the Message

The design of the message depends on the audience

Different styles and media may be needed for different audiences

A successful advocacy should:

- Win the support of the undecided
- Earn support from some who were originally opposed
- Strengthen the commitment of the original supporters
Defining / Tailoring the Message

Imperative that all (chairman, directors, staff) convey the same message

Inconsistent messages undermine the credibility of the organization

It is a common failure in advocacy campaigns!

Keeping messages ultra simple and tight helps a lot -- especially when going through the media
Defining / Tailoring the Message

In addition to being concise, the message must:

- Appeal to an audience’s self-interests
- Be convincing
- Indicate what steps need to be taken
- Include answers to anticipated questions

Messages to policy makers should include:
- How many people/groups support this proposal
- How many enterprises/jobs are potentially affected by the policy
- List of associated positive and negative impacts
- What specific actions need to be taken
The AIDA Model

**Attention:** Get the attention of the audience -- be creative

**Interest:** Why is this interesting / important?

**Desire:** Here interest should escalate into a desire for 'action'

**Action:** Moving closer to the objective of the campaign / strategy
Implementing the Advocacy Strategy

Conveying the message

Often many channels should be used simultaneously:

Written approaches
- Policy position papers
- Media releases
- Issue briefs/newsletters

Verbal approaches
- Dialogue platforms
- Policy conferences, seminars, and workshops
- One-on-one meetings (direct lobbying)
**Policy Position Papers**

- **"Written by experts, but not for experts"**

<table>
<thead>
<tr>
<th>Summary (Max ½ page)</th>
<th>Summarise the text to provide a quick introduction on the content of the position paper.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Background (Max ½ page)</td>
<td>What is the background to the problem?</td>
</tr>
</tbody>
</table>
| Problem (1-2 pages)                         | Describe the problem.  
   Why is it important to the organisation’s members?  
   Why is it important to others?  
   Limit the use of technical terminology if possible. |
| Assessment (1-2 pages)                      | Discuss different policy solutions including solutions that you would probably never recommend – this gives you credibility. |
| Recommendation (Max ½ page)                 | Based on member feedback and analysis, select the policy solution you want to implement.     |
Effective Media Releases

Key elements of a good media release are:

- **Clarity:**
  - The release date must be at the top, along with the name and phone number of the contact person
  - The title should be similar to a newspaper headline

- **Brevity:**
  - Prioritize and only include most essential information
  - Provide salient information and encourage reporters to contact you for additional details

- **Details:**
  - What are you trying to say? Who are you? Why is it important?
Effective Media Releases

- **Format:**
  - Short and relevant quote in the first or second paragraph
  - The last paragraph should describe the organization

- **Events**
  - Media releases can be sent as invitations
  - "Mr. [VIP] invites you to attend…"

- **Distribution**
  - Address the release to specific journalists by name
  - Follow up with journalists once it is sent
Dialogue Platforms
- Institutionalized public-private consultations: joint-committees, hearings, advisory councils, etc.

Policy Workshop / Seminar
- Experts / keynote speakers present findings or views
- Discussion among experts and attendees
- Follow-up with direct mail including summary of proceedings

Building coalitions and setting up one-on-one meetings are important components of any advocacy campaign

Grassroots Campaigns
Have members contact policy makers, and or have them mobilise their employees -- can be a powerful tool
Case Study: DI's Globalisation Campaign

- Strategic approach based on long term goals
- Solid evidence and a high degree of power delegation
- Member involvement
The Role of DI in the Political Process

- Provides knowledge
- Coordinates the interests of business
- Deliver sustainable solutions
The Globalisation Debate in Denmark 2004

"Two thirds of the Danes want politicians to take measures to stop firms from outsourcing"
- Børsen (Danish Business Magasine), 2004
**DI's Globalisation Project**

- Political challenges
  1. Global benchmark report "How are we doing?"
  2. Internal political focus "What are we doing about it?"
- The challenge of communication
  3. Overall communication "Denmark in the world" - opportunities and challenges
- The challenge of member service
  4. Globalisation in practice "How can we support our members in a globalised world?"
Working with the Globalisation Council

Agenda

- Defining the challenge
  - April, 2005

- Discussing the challenge
  - January, 2006

- Defining the solution
  - April, 2006

- Ensuring implementation
  - Until implemented

DI Activities

Government officials (reports, position papers etc.)

- Media (articles, analysis, story telling)

- Other stakeholders (evidence and story telling)

- Government officials
- Media
- Members
- Other stakeholders
"40 per cent of the Danes do not think that globalisation affects them"

- DI questionnaire among 1750 citizens, 2004
Three Main Target Groups

- Media
- Government
- The Public
- Members
- DI

CHART 60
REACHING THE AUDIENCE
The Main Message
REACHING THE AUDIENCE

CHART 62

Citizens
- Education
- Adaptability

Companies
- Core competences
- Global mindset

Politicians
- Political courage
REACHING THE AUDIENCE
CHART 63

A Nationwide Campaign

DI - FOKUS PÅ FREMTIDEN 2005

DANMARK I VERDEN

"DI - Focusing on the Future
DENMARK in the World"
Arguments based on solid analysis

- Official statistics
  - National
  - International

- Surveys
  - Members
  - Citizens

- Cases
  - International
  - National
Meeting the Audience

- International
- National
- Regional
Active Communication

Street activities

Conferences

Youth Hearings

Open House arrangements
Passive Communication
Globalisation is all over

Articles mentioning globalisation 1997-2005*

Source: Press clippings from Major Danish Newspapers
The Attitude has Changed

Source: The European Commission, Eurobarometer, May 2006

Globalisation represents a good opportunity for (NATIONALITY) companies thanks to the opening-up of markets

Globalisation represents a threat to employment and companies in (OUR COUNTRY)
REACHING THE AUDIENCE
CHART 71

The Way Forward

Lessons learned

• In order to define a solution you need to start by defining the challenge

• Regional Campaigns based on direct dialogue can be a very powerful policy tool
The Danish Experience