INTERNATIONAL FINANCE CORPORATION
WORLD BANK GROUP

EFFECTIVE POLICY ADVOCACY

IN

BUSINESS MEMBERSHIP ORGANIZATIONS

International Finance Corporation
World Bank Group

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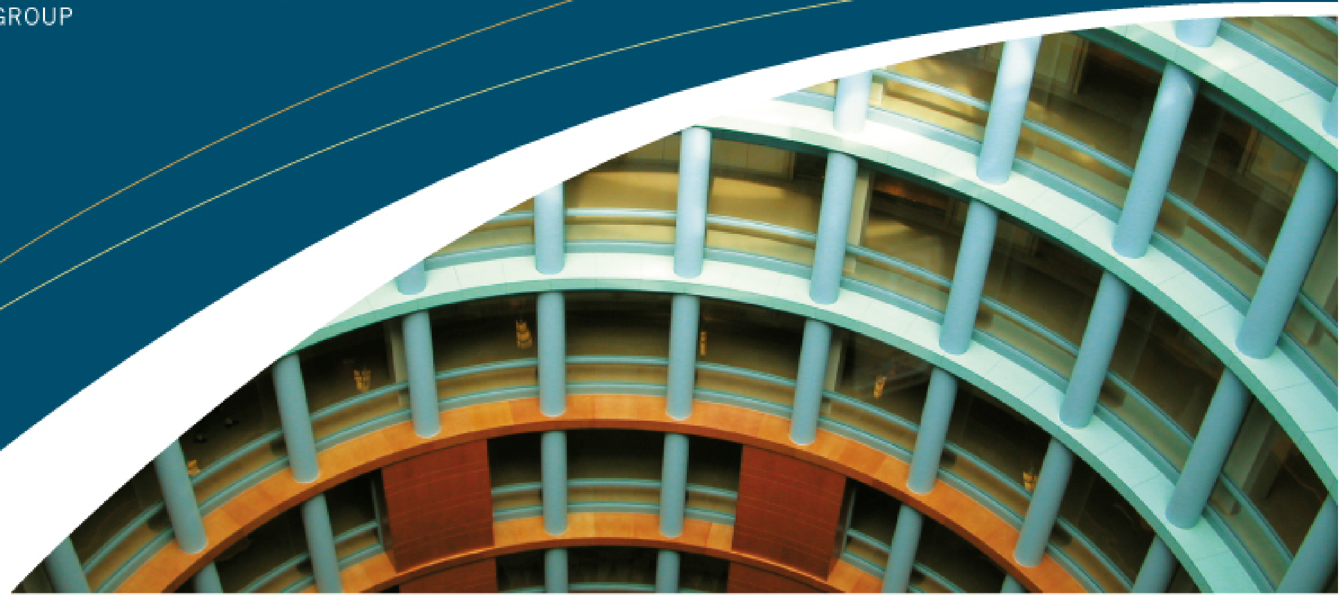

INTRODUCTORY SESSION

INTRODUCTORY SESSION
CHART 1

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

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

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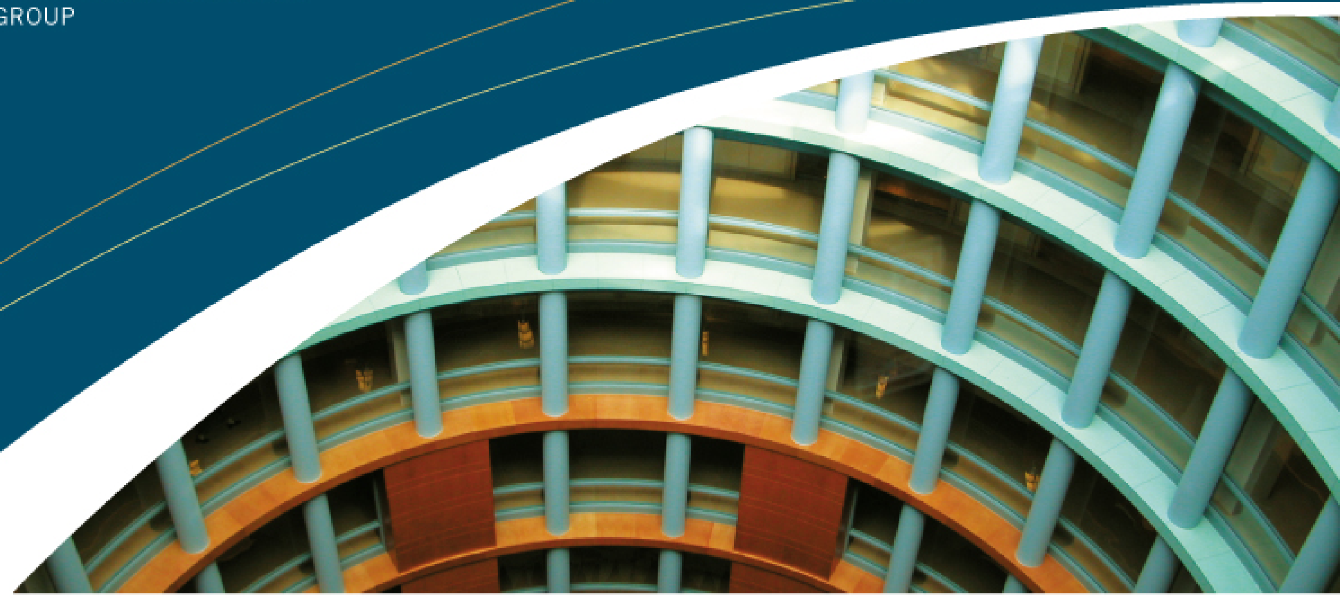


SESSION 1

INTRODUCTION TO POLICY ADVOCACY

INTRODUCTION TO POLICY ADVOCACY
CHART 3

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

INTRODUCTION TO POLICY ADVOCACY
CHART 4

What policy advocacy is <u>not</u>

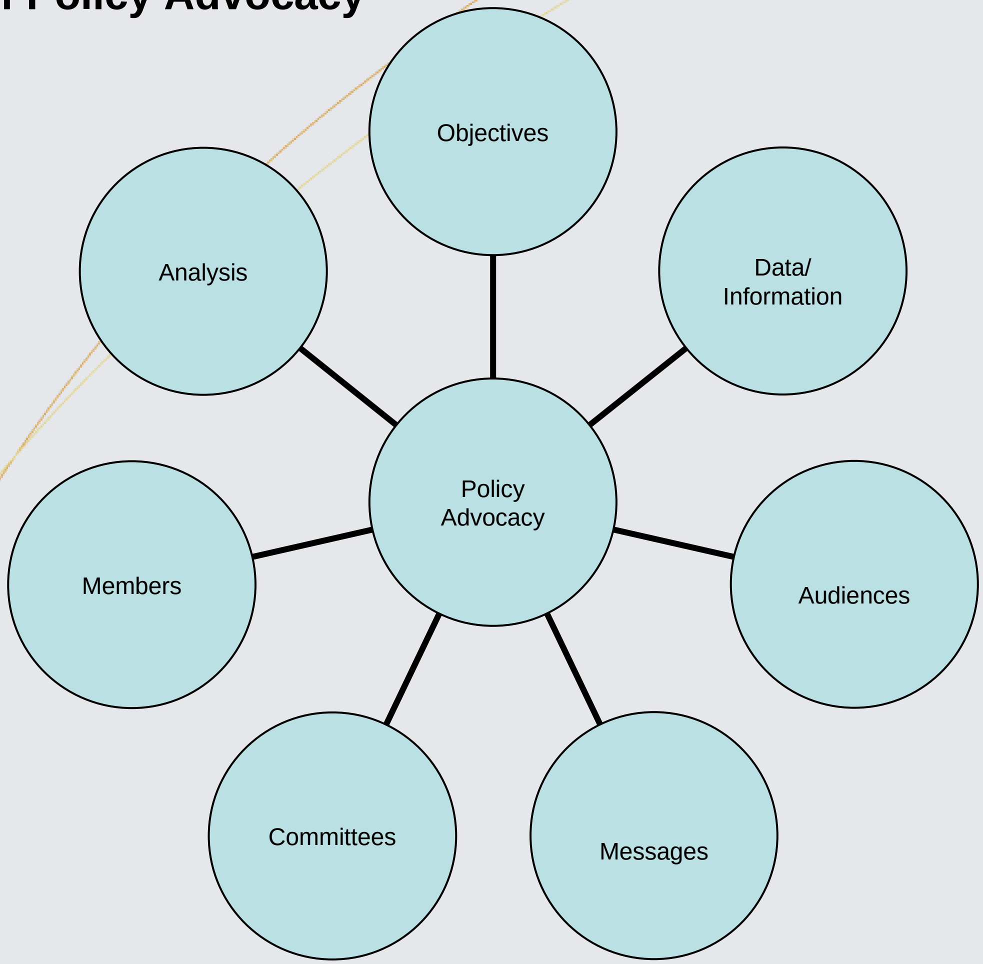
- **Policy advocacy is not about obtaining preferential treatment for one business or sector at the expense of others**

  - It is not about day-to-day business of members

  - It is not about resolving conflicts between members or between members and Government

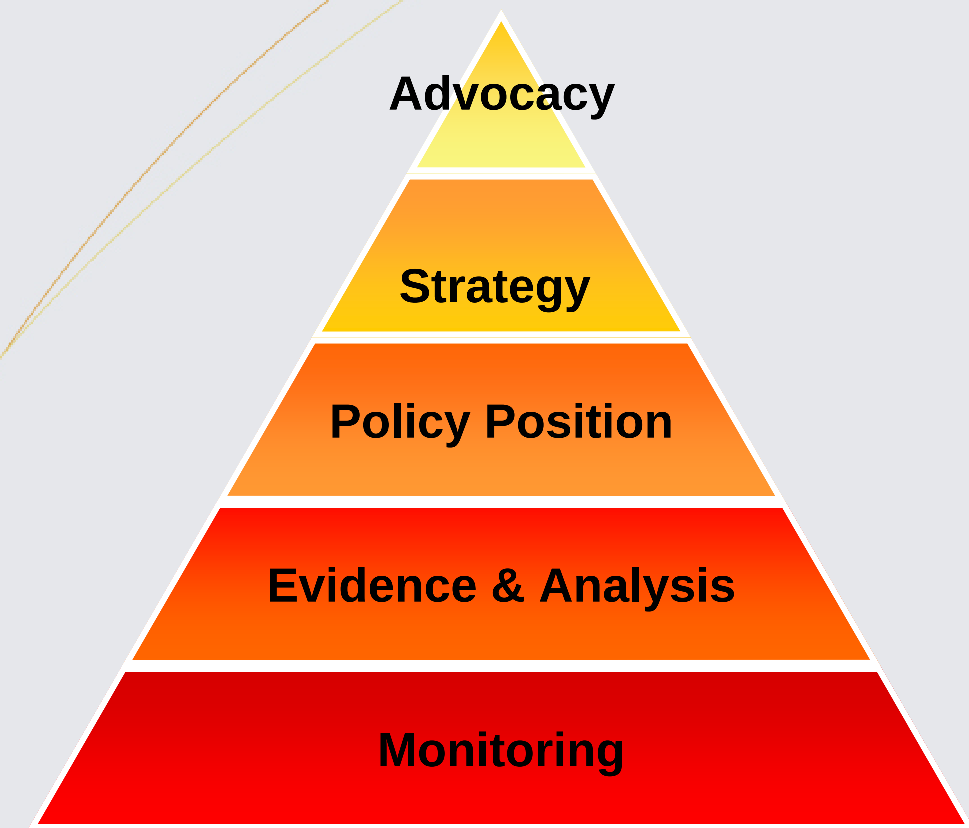
INTRODUCTION TO POLICY ADVOCACY
CHART 5

Dimensions of Policy Advocacy



INTRODUCTION TO POLICY ADVOCACY
CHART 6

The Stages of Policy Advocacy



INTRODUCTION TO POLICY ADVOCACY
CHART 7

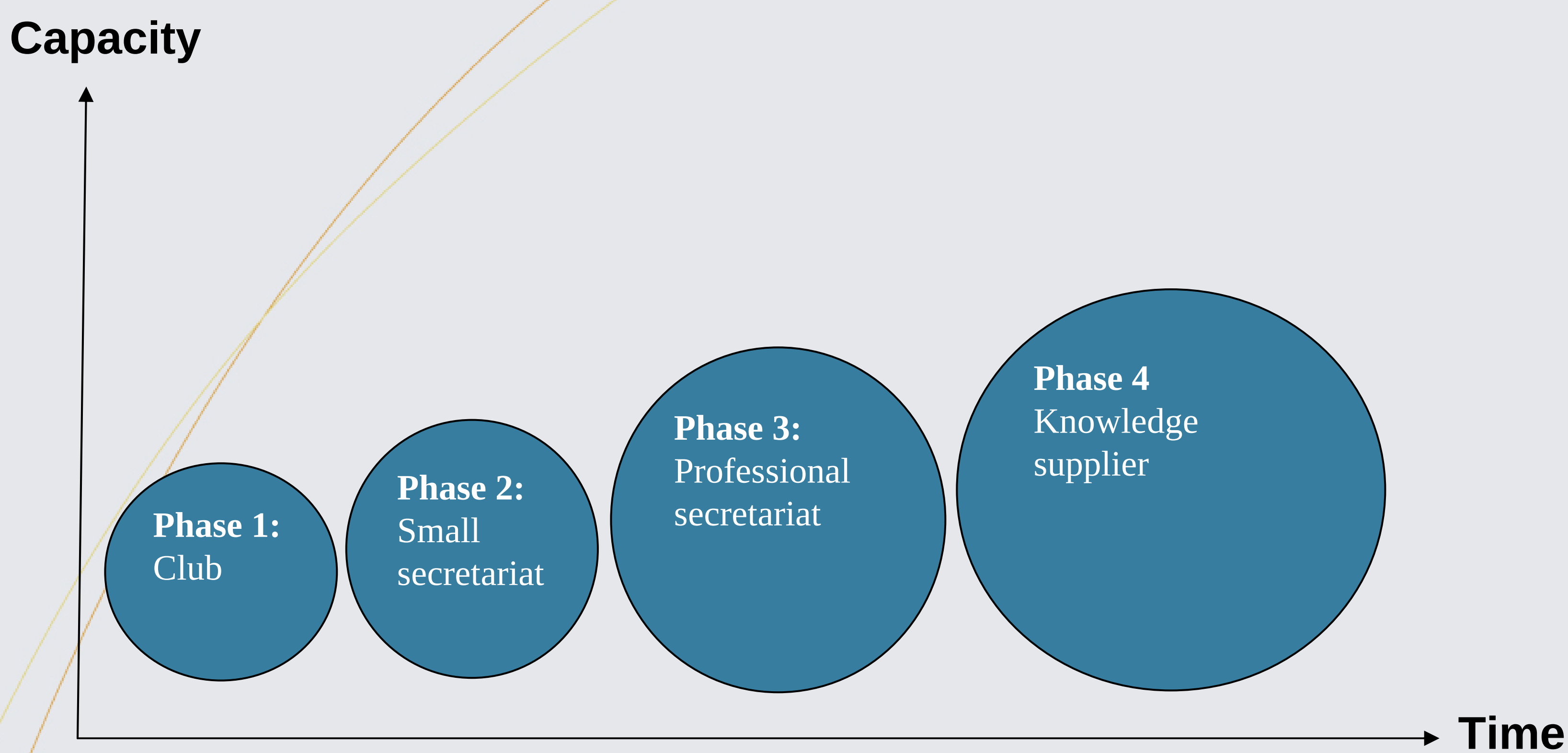
Ranking the BMO

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

Exersice: Rank your own BMO, see Handout 3

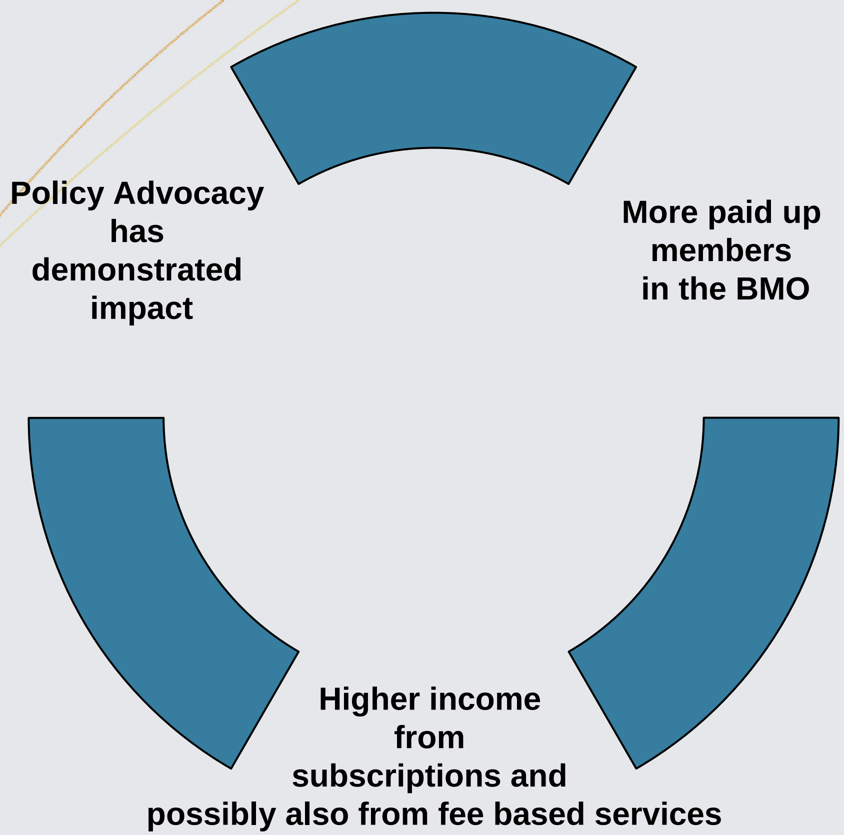
INTRODUCTION TO POLICY ADVOCACY
CHART 8

Why is Policy Advocacy Important?



INTRODUCTION TO POLICY ADVOCACY CHART 9

Why is Policy Advocacy Important?



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SESSION 2

UNDERSTANDING THE ISSUE AND THE STAKEHOLDER ENVIRONMENT

UNDERSTANDING THE ISSUE AND STAKEHOLDERS
CHART 10

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 relaible information, and to make best use of what is available**

UNDERSTANDING THE ISSUE AND STAKEHOLDERS
CHART 11

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

UNDERSTANDING THE ISSUE AND STAKEHOLDERS CHART 12

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.**

UNDERSTANDING THE ISSUE AND STAKEHOLDERS CHART 13

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 question-naire 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**

UNDERSTANDING THE ISSUE AND STAKEHOLDERS
CHART 15

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

UNDERSTANDING THE ISSUE AND STAKEHOLDERS
CHART 16

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 amunition to the advocacy of the organization

- Analysis should be rooted in fact
- Evidence based policy advocacy builds legitimicy
- Unsubstantiated and emotional statements undermine reputation

UNDERSTANDING THE ISSUE AND STAKEHOLDERS
CHART 17

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 occuring and seriousness of effect**
- **Brief explanation of why the issue is brought up or addressed now**

UNDERSTANDING THE ISSUE AND STAKEHOLDERS
CHART 18

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**

UNDERSTANDING THE ISSUE AND STAKEHOLDERS CHART 19

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.

UNDERSTANDING THE ISSUE AND STAKEHOLDERS CHART 21

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**

UNDERSTANDING THE ISSUE AND STAKEHOLDERS CHART 22

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**

UNDERSTANDING THE ISSUE AND STAKEHOLDERS
CHART 23

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**

UNDERSTANDING THE ISSUE AND STAKEHOLDERS
CHART 24

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**

UNDERSTANDING THE ISSUE AND STAKEHOLDERS
CHART 25

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?**

UNDERSTANDING THE ISSUE AND STAKEHOLDERS
CHART 26

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 recomendation:

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

UNDERSTANDING THE ISSUE AND STAKEHOLDERS CHART 27

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?**

UNDERSTANDING THE ISSUE AND STAKEHOLDERS
CHART 28

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

UNDERSTANDING THE ISSUE AND STAKEHOLDERS
CHART 29

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.

UNDERSTANDING THE ISSUE AND STAKEHOLDERS
CHART 30

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 si ripe for dialgue, what the Government thinks, and where the allies / opponents are

UNDERSTANDING THE ISSUE AND STAKEHOLDERS CHART 31

1	2	3	4	5	6	7
Stakeholder	**Stakeholder Importance**	**Stakeholder Advantages**	**Stakeholder Disadvantages**	**Advantages vs. Disadvantages**	**= 2 x 5**	**Preventive Measures**
Who is the stakeholder?	*1: Not important* *10: Very important*	*Description of known advantages associated with the issue/policy*	*Description fo known disadvantages associated with the issue / policy*	*1: Advantages completely outweighs disadvantages* *10: Disadvantages completely outweigh advantages*	*1: Marginal issue* *100:Very important issue/policy*	*Description of measures that can be used to lower the point score under '6'*
Ministries						
Advisors						
Opposition						
Strong Business Leaders						

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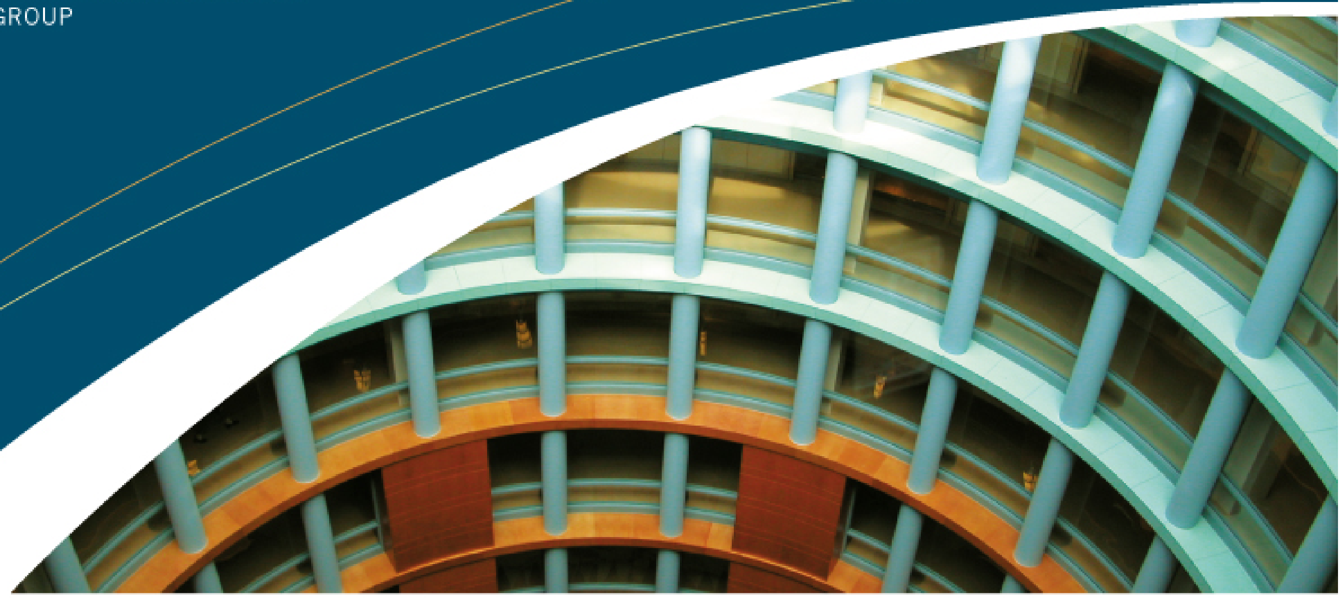

SESSION 3

ORGANIZING INTERNALLY

ORGANIZING INTERNALLY
CHART 32

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 enviroment and be 'well connected'

ORGANIZING INTERNALLY
CHART 33

The Advocacy Committee

Certain staff can be asigned 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*

ORGANIZING INTERNALLY
CHART 34

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?

ORGANIZING INTERNALLY
CHART 35

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 usefull (if not necessary) to fully understand members

There are many different different techniques, but they all require adherence to the following basic 'rules' to be efficient

ORGANIZING INTERNALLY
CHART 36

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

	Qualitative	Quantitative
Examples of techniques	**Focus Group:** A semi-structured interview conducted among a small number of respondents simultaneously.	**Personal Interview:** A questionnaire based interview. This is the most expensive and time-consuming of the three (generic) quantitative methods.
	In-depth interview: An unstructured personal interview, which relies on extensive probing to get a respondent to talk freely about a subject.	**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.

ORGANIZING INTERNALLY
CHART 38

Survey Techniques

	Strengths	Weaknesses
Qualitative	• Flexible • Enables exploration of attitudes and concepts • Secures in-depth understanding of issues • Allows studies of motivational behaviour and patterns, e.g. how individuals interact with their environment, or cope with change	• Sample sizes are often small, an not representative in themselves • Requires good prior understandin of key issues to be fruitful • The usefulness of surveys tends vary with the lucidity and expressiveness of respondents
Quantitative	• Produces statistical data • Survey estimates can be defined • Can measure the extent, prevalence, size and strength of observed characteristics • Can determine the importance of specific factors in influencing outcomes • Past surveys are relatively easy to replicate	• Can be quite expensive • Sample size may not allow for un biased estimates • Structured interview hinders detailed exploration of reasons • Requires key concepts to be clea defined and translated into mean- ingful survey questions. 'Fuzzy' concepts are difficult to measure

ORGANIZING INTERNALLY
CHART 39

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?

ORGANIZING INTERNALLY
CHART 40

Outlining the Advocacy Strategy

Goals should be SMART:

- **<u>S</u>pecific**
- **<u>M</u>easurable**
- **<u>A</u>chievable**
- **<u>R</u>ealistic**
- **<u>T</u>ime-bound**

ORGANIZING INTERNALLY
CHART 41

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**

ORGANIZING INTERNALLY
CHART 42

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?**

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SESSION 4

REACHING THE AUDIENCE

REACHING THE AUDIENCE
CHART 43

Defining/Tailoring the Message

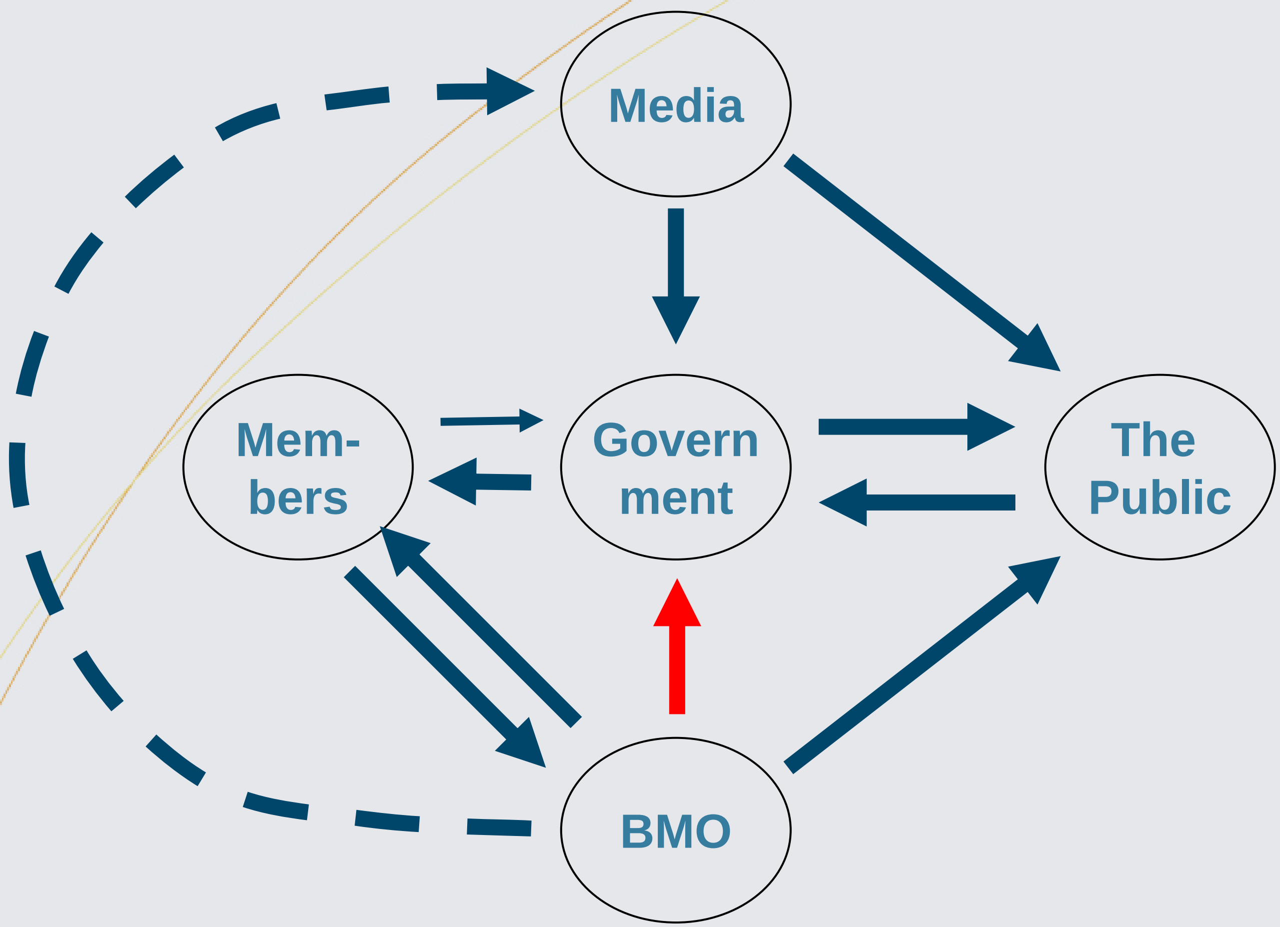
The design of the message depends on the audience

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**

REACHING THE AUDIENCE
CHART 44



REACHING THE AUDIENCE
CHART 45

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

REACHING THE AUDIENCE
CHART 46

Defining / Tailoring the Message

In addition to beign concise, the message must:

- **Appeal to an audiences 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**

REACHING THE AUDIENCE
CHART 47

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)**

REACHING THE AUDIENCE
CHART 49

Policy Position Papers

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

Summary (Max ½ page)	Summarise the text to provide a quick introduction on the content of the position paper.
Background (Max ½ page)	What is the background to the problem?
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.

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REACHING THE AUDIENCE
CHART 50

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?

REACHING THE AUDIENCE
CHART 51

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

REACHING THE AUDIENCE
CHART 52

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

REACHING THE AUDIENCE
CHART 53

Case Study: DI's Globalisation Campaign

- **Strategic approach based on long term goals**
- **Solid evidence and a high degree of power delegation**
- **Member involvement**

REACHING THE AUDIENCE
CHART 54

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 politicans 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?"

IFC

The Globalisation Council

Working with the Globalisation Council

Agenda

Defining the challenge	Discussing the challenge	Defining the solution	Ensuring implementation
April, 2005	January, 2006	April, 2006	Until implemented

DI Activities

DANSK INDUSTRI

Government officials (reports, position papers etc.)

Media (articles, analysis, story tellling)

Other stakeholders (evidence and story telling)

Government officials

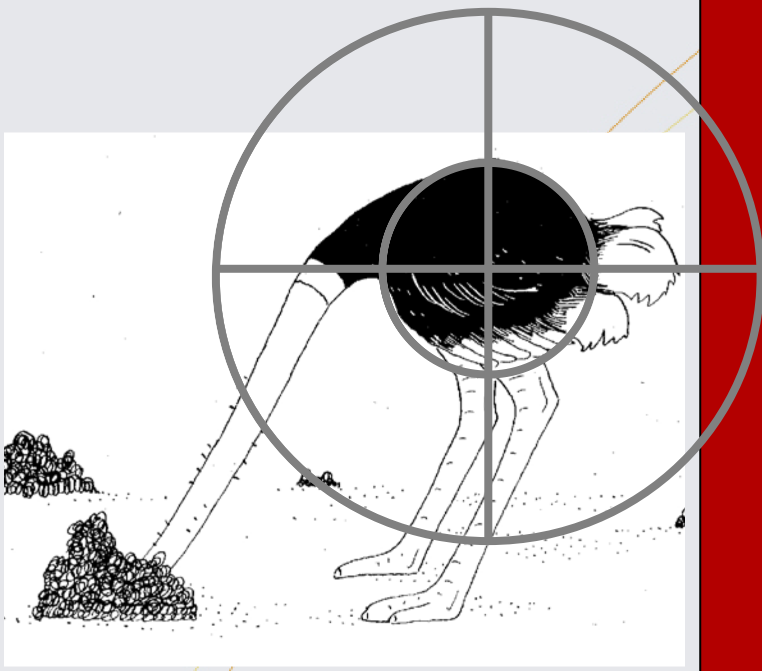
Media

Members

Other stakeholders

IFC

The Challenge of Communication

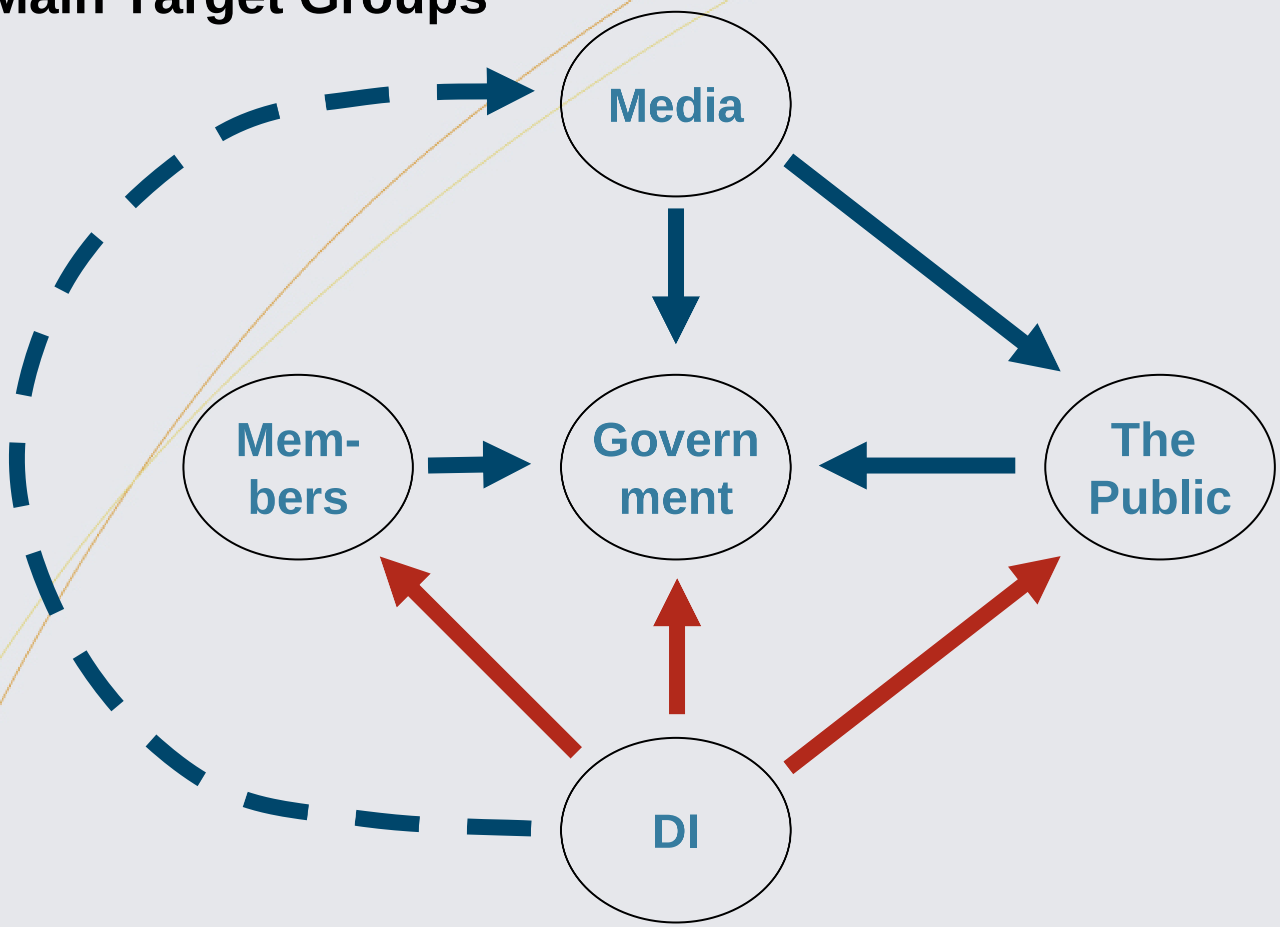


"40 per cent of the Danes do not think that globalisation affects them"

- DI questionnaire among 1750 citizens, 2004

REACHING THE AUDIENCE
CHART 60

Three Main Target Groups



REACHING THE AUDIENCE
CHART 61

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

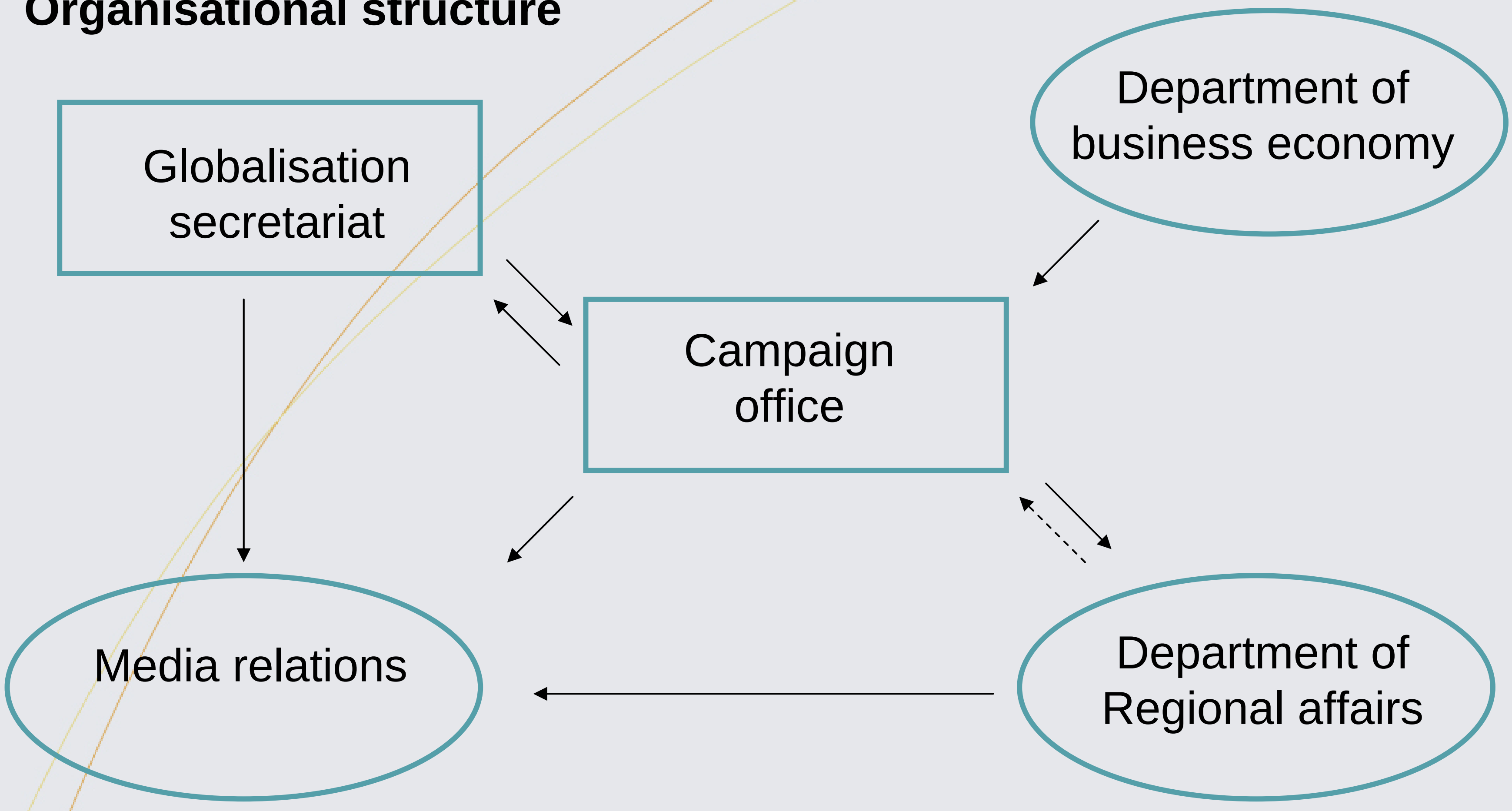
DI - FOKUS PÅ FREMTIDEN 2005

DANMARK I VERDEN

"DI - Focusing on the Future
DENMARK in the World"

REACHING THE AUDIENCE
CHART 64

Organisational structure

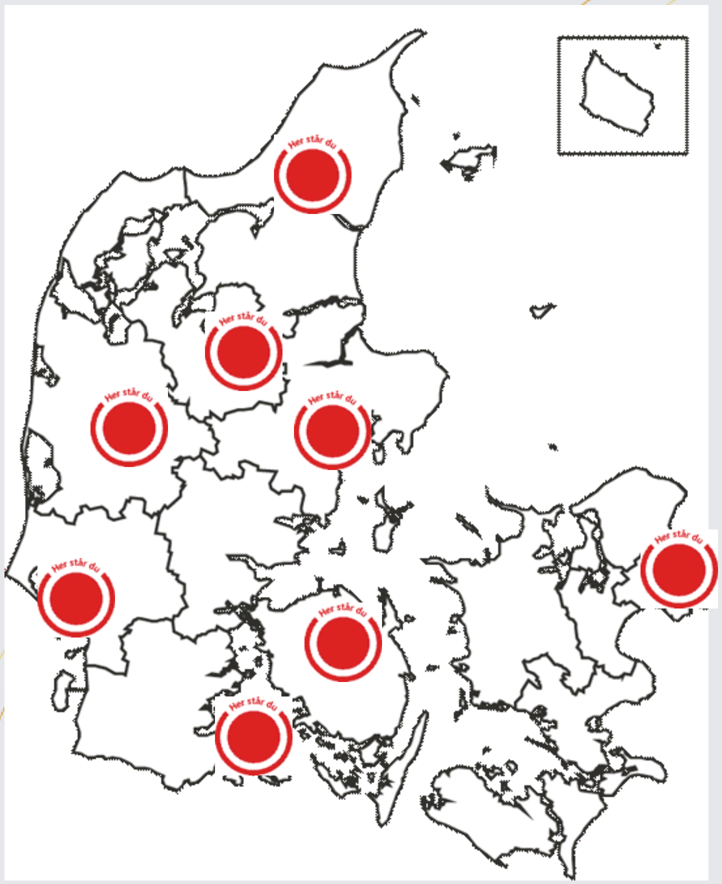


Arguments based on solid analysis

- Official statistics
  - National
  - International
- Surveys
  - Members
  - Citizens
- Cases
  - International
  - National

REACHING THE AUDIENCE
CHART 66

Meeting the Audience



- **International**
- **National**
- **Regional**

REACHING THE AUDIENCE
CHART 67

Active Communication

Street activities

Conferences

Youth Hearings

Open House arrangements

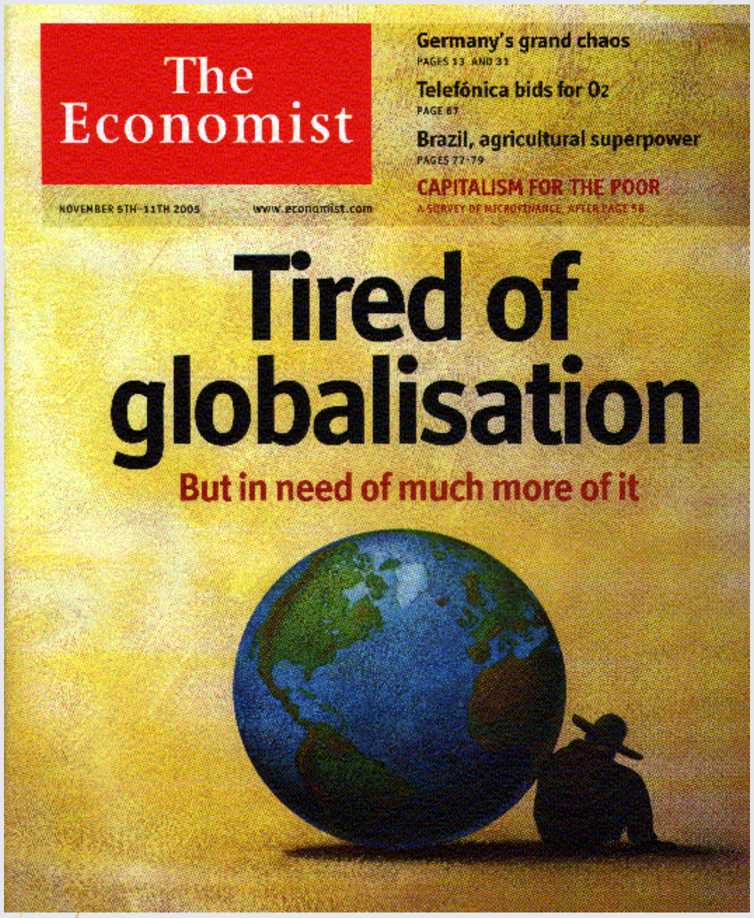
REACHING THE AUDIENCE
CHART 68

Passive Communication

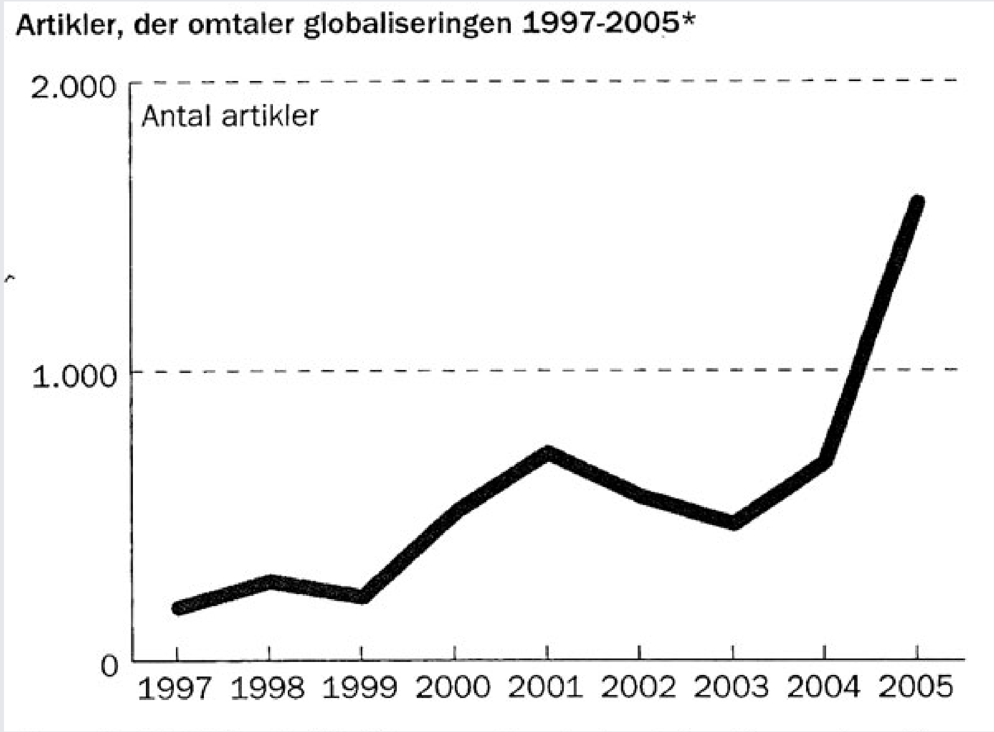
IFC

REACHING THE AUDIENCE
CHART 69

Globalisation is all over



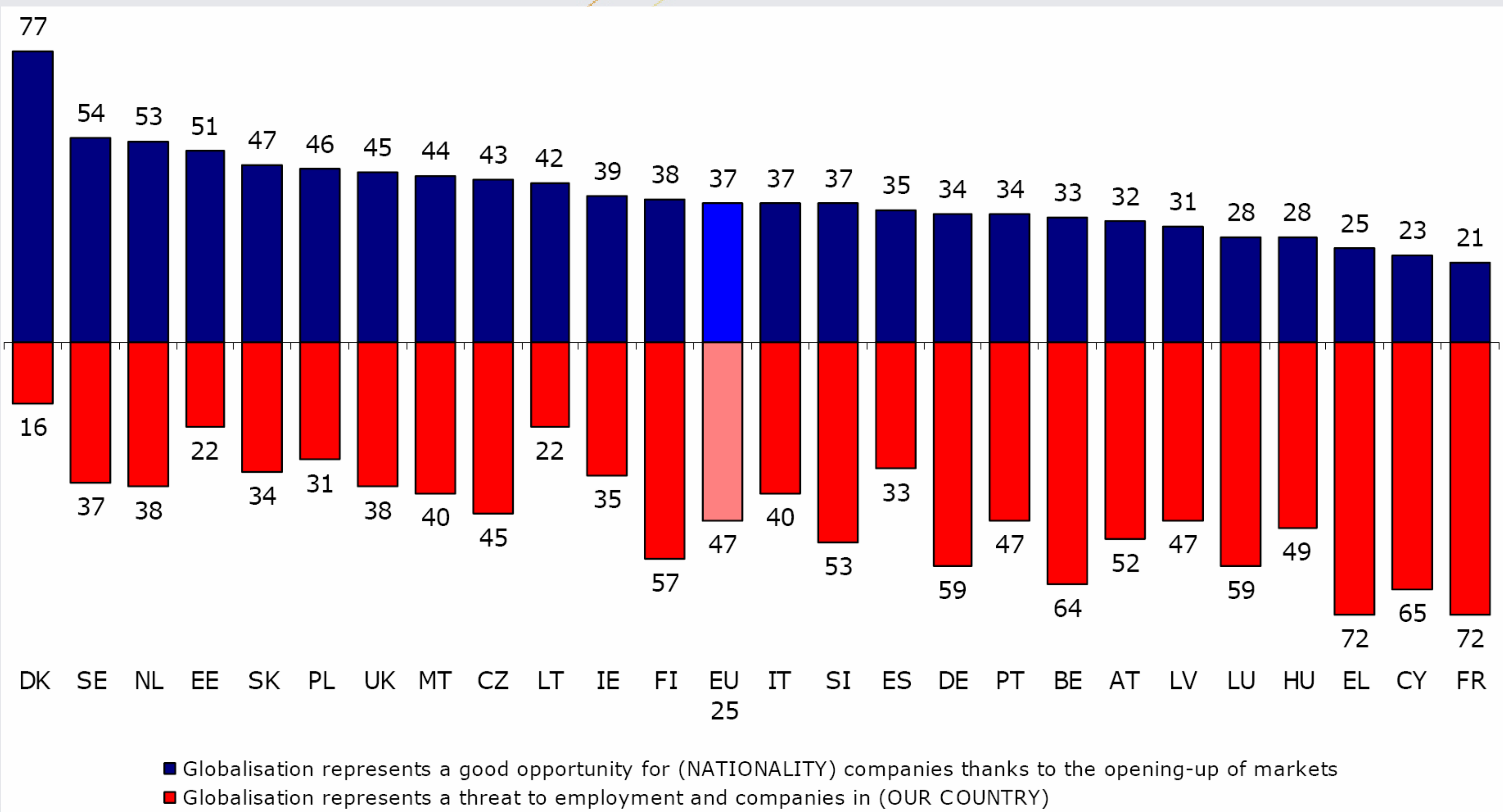
Articles mentioning globalisation 1997-2005*



Source: Press clippings from Major Danish Newspapers

REACHING THE AUDIENCE
CHART 70

The Attitude has Changed



Source: The European Commission, Eurobarometer, May 2006

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**

REACHING THE AUDIENCE
CHART 72

The Danish Experience

INTERNATIONAL FINANCE CORPORATION
WORLD BANK GROUP

THANK YOU