INTERNATIONAL FINANCE CORPORATION
WORLD BANK GROUP

EFFECTIVE POLICY ADVOCACY

- HANDOUTS -

BY

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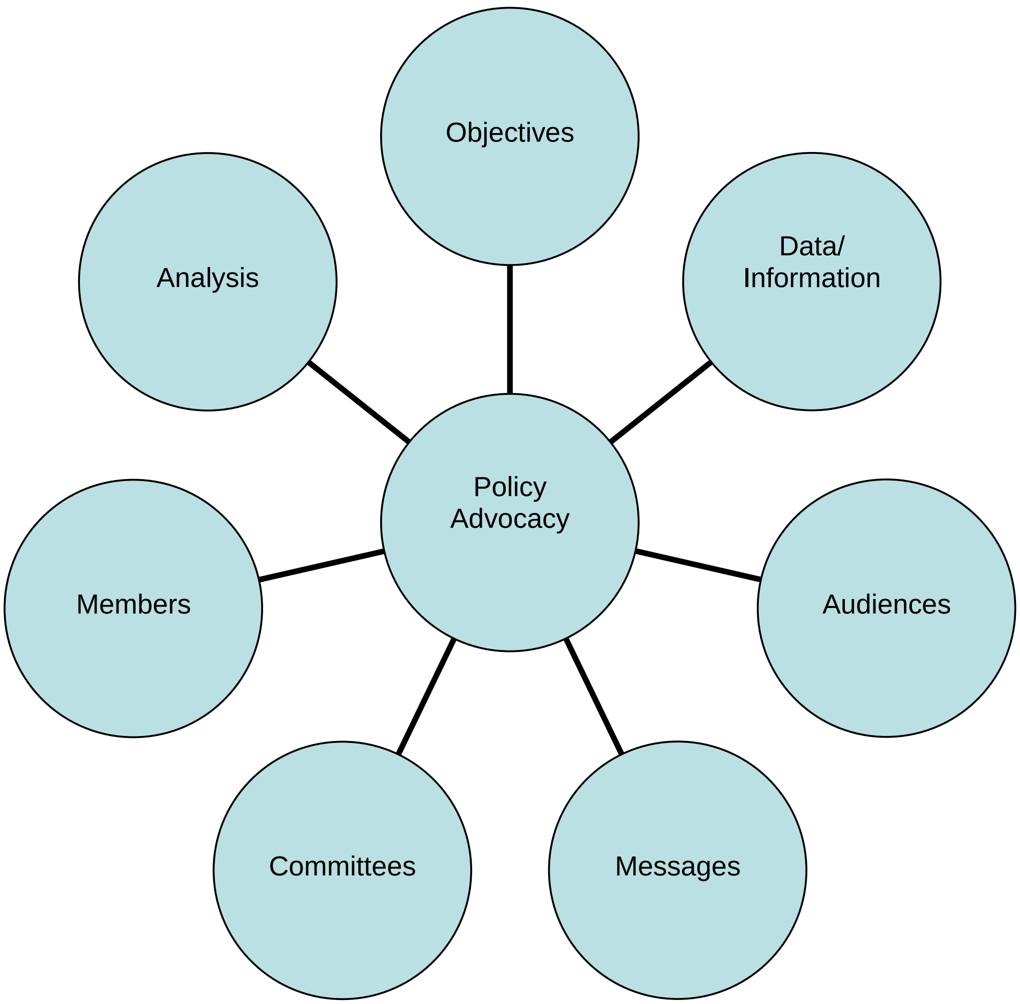
TABLE OF CONTENTS

Handout 1: Dimensions of Policy Advocacy

While specific advocacy techniques and strategies vary, the following elements form the basic building blocks for effective advocacy. Like building blocks, it is not necessary to use every single element to engage in effective policy advocacy. In addition, these elements need not be used in the order presented, and they can be selected and combined according to the situation at hand.

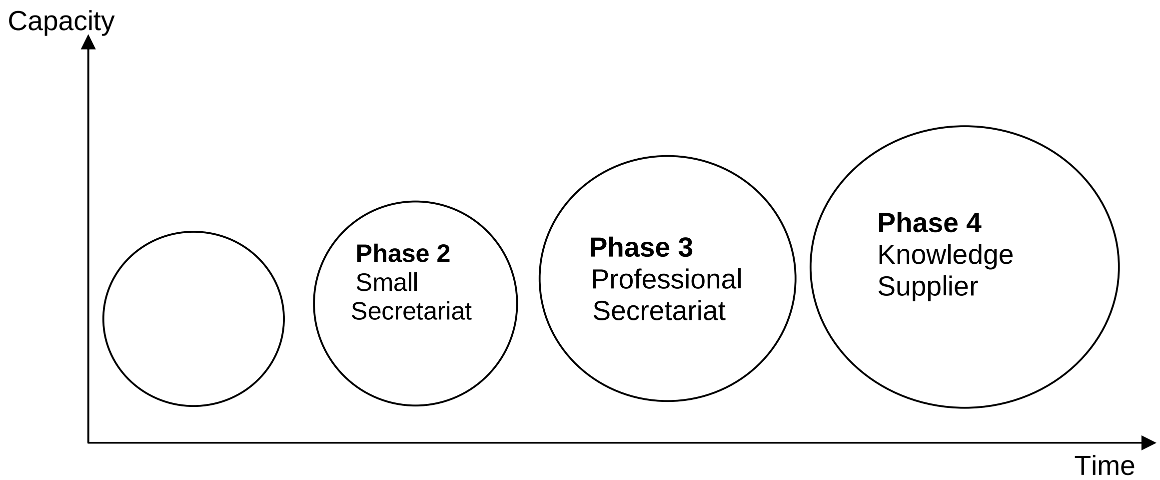


Issues for discussion:

Do you work systematically with any of these dimensions already in your daily work?

Do any of these dimensions represent areas that are particularly challenging or difficult to work with in your context?

Handout 2: Phases of Organisational Development



Club:
No clearly defined and formally stated strategic goals for advocacy activities

Informal secretariat::
BMO has a defined vision and mission, but lacks clearly defined processes for achieving them. An overall policy agenda has been established

Professionel Association:
A clear strategy has been prepared, but follow up and revision/adaptation are missing

Knowledge supplier:
Advocacy strategy is prepared, success monitored and revision undertaken when required

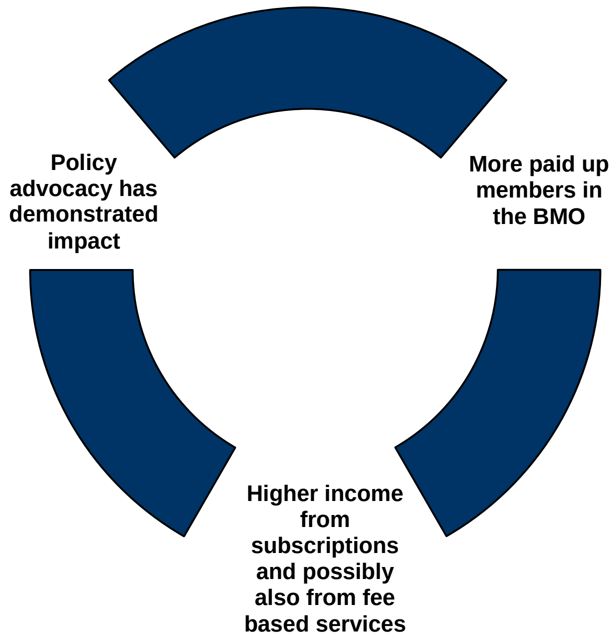
Issues for discussion:

- Where would you place your BMO in the above diagram in general?

- Why?

- With respect to Policy Advocacy?

Handout 4: The virtuous BMO Circle



A structured, yet bold approach to policy advocacy can help launch the BMO on a positive trajectory that spirals it to ever-higher levels of professionalism and hence value creation for its members.

Handout 5: 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.

Handout 6: Impact Assessment Check List

Check List: Four essential components of an impact assessment:

1. A brief, clear introduction explaining the proposed regulation, the problem the regulation is seeking to address, why the action is being taken, what is proposed to be done, and the desired outcome

2. An explanation and quantification of expected benefits

3. An assessment of the likely costs – both direct and indirect

4. A clear bottom line on the size of the net Benefit or Cost

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

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

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

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

Handout 7: Case: Impact of Bird Flu in Vietnam

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

An Estimate by the World Bank in Vietnam, February 2004.

Background: In early 2004, the avian flue epidemic was spreading rapidly in East Asia. Most Governments and international organizations were unsure of the proportions of the impact and of the likely economic costs. The following assessment was an attempt to answer the questions that were floating around at the time.

Actual Note: "As of today, and much the same as SARS, the H5N1 avian influenza epidemic has had a relatively limited impact in terms of human cases and fatalities (Table 1). But unlike the SARS outbreak, which was geographically contained and where all deaths could be traced to the same index case, this epidemic has spread rapidly. Of Vietnam's 64 provinces, 56 have confirmed cases of H5N1. The impact on the economy is difficult to gauge at this point. This short note provides a preliminary estimate of the economic impact of the avian influenza epidemic, under the assumption that it does not become a pandemic.

So far, all the human cases have been in people in close contact with sick birds. While human-to-human transmission cannot be ruled out, it does not appear to be sustained at this point. In the event of sustained human-to-human transmission, the economic consequences could be much higher, both in terms of economic activity and of human lives.

Table 1: Avian Influenza among Humans

Country	Total cases	Deaths
Thailand	5	5
Vietnam	19	14
Total	24	19

Source: WHO, February 12, 2004.

From an economic point of view, the avian influenza epidemic is also different from SARS. The former is, for now, a predominantly rural problem, mainly affecting agricultural households and industrial poultry production. The latter had its most direct impact on urban areas, and especially on the tourism sector. The distributive consequences of these two outbreaks are therefore likely to be different. However, the avian influenza epidemic would also take on some of the characteristics of SARS if a travel alert were to be issued by WHO, or if tourists and business travelers started canceling trips on their own.

The estimated value-added in chicken farming in 2003 was 0.6 percent of GDP, or the equivalent of $232 million per year. This means that if chicken production were to come down to zero for a period of six months, the loss of income could amount to as much as 0.3 percent of GDP, or US$116 million. This is an overestimate, as it does not take into account substitution effects in agricultural production. For example, farmers could devote more time and resources to raising pigs if chicken production was no longer profitable.

Another way to assess the impact of avian influenza epidemic on the poultry sector is through the ensuing loss in production. As of February 5, 2004, around 15 million birds had been culled in Vietnam. Containing the outbreak of the epidemic could require the culling of all 233 million chickens and other farm birds such as ducks and quails in Vietnam. The retail price of a chicken is roughly VND 45,000. The value of the production lost in the short term as of today is thus approximately US$ 45 million. Containing the epidemic could increase this cost to US$ 690 million, or the equivalent of 1.8 percent of the annual GDP of Vietnam. Additional costs include the protective and clinical equipment needed to control the disease and disinfect the affected areas.
The distribution of this cost across the population very much depends on the

compensation policy used by the Government. At present, chicken owners receive VND5,000 per bird from the Central Government. Some provinces have chosen to top this up. For farmers, the net loss thus depends on where in the country they live. In normal times, the price of a chicken at the farm gate ranges from VND 5,000 to 15,000. Using an average of VND 10,000 (the usual price for a chicken between one and two kilograms) the loss per bird culled would amount to VND5,000. The remaining VND 40,000 would be lost by traders and, through tax revenue, by the general population.

The fraction of households selling poultry and eggs in each quintile of the population, from poorest to richest, is reported in Table 2. This table also reports the average income from poultry, in each quintile, as a fraction of the average household expenditure. It appears that income from poultry and eggs is more important among the poorest part of the population, and especially among its poorest quintile. However, these estimates assume that income from other sources remains unchanged. The avian influenza epidemic has also prompted dramatic increases in the price of pork and beef.

Table 2: Household Income from Poultry and Eggs

	Quintile (based on expenditure per capita)				
	Poorest	2nd	Middle	4th	Richest
Households selling poultry (in %)	68.3	63.5	59.5	43.8	15.7
Households selling eggs (in %)	49.5	44.6	39.7	29.9	10.2
Income from poultry and eggs (in % of household expenditure)	7.1	5.8	6.7	5.2	1.7

Source: Data are from GSO's Vietnam Household Living Standard Survey of 2002.

Additionally, SARS-type effects would be felt if international travel was disrupted. This additional impact would initially affect the tourism industry. So far, the effects of the avian influenza epidemic on international travel to Vietnam have been limited. But some travel agents report a decline in bookings of up to 20 percent.

In 2003, 2.4 million foreign tourist and business arrivals were registered. From 2001 to 2002, arrivals increased by 12 percent. If the number of foreign arrivals is reduced by 20 percent over a period of 3 months, and then resumes its trend growth of previous quarters, the total number of foreign tourist and business arrivals would decline by 5 percent in 2004. This shock to the travel and tourism industry could shave real GDP growth by around 0.4 percent in 2004. But the impact could be also be larger. If the disruption in international travel were similar to that prompted by SARS, the number of arrivals could decrease by 8 percent, and real GDP would decline by 0.6 percent of GDP.

The combined effects of avian influenza epidemic on the value added of the poultry sector and the tourism sector are shown in Table 3, under three scenarios. In the first one (called "optimistic") the epidemic recedes rapidly without requiring a massive culling of birds and without affecting international arrivals. In the second one ("intermediate"), the epidemic is contained relatively quickly with an output loss equal to three months, whereas international travel declines by 5 percent on an annual basis. The third scenario ("pessimistic") considers a six-month loss of output from poultry, and adds the negative impact of a decline in international arrivals comparable to the one prompted by SARS.

The figures in Table 3 refer to the loss in GDP only. As discussed before, the culling of all birds would represent a loss of production equivalent to 1.8 percent of the annual GDP of Vietnam. Such a capital loss is equal to six times the GDP of the poultry sector in the pessimistic scenario, and twice the GDP loss for the economy as a whole.

Table 3: Estimated Economic Impact of Avian Influenza

Cost (% of GDP)	Scenario		
	Optimistic	Intermediate	Pessimistic
Poultry sector	0.15 %	0.15 %	0.3 %
Tourism sector	0.0 %	0.4 %	0.6 %
Total	**0.15** %	**0.55** %	**0.9** %

In conclusion, as long as the avian influenza epidemic does not lead to sustained human-to-human transmission, its overall economic impact will be less than one percent of GDP, which is manageable. However, the impact will vary considerably depending on whether the epidemic can be contained at an early stage or requires the culling of all poultry and seriously disrupts international arrivals. The gap between the optimistic and the pessimistic scenario shows the importance of decisive action at this stage. It also appears that the avian influenza epidemic could affect the poor more than SARS did. Appropriate compensation policies for bird culling are important to mitigate this social impact."

Issues for discussion:

- 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?

Handout 8: Case: Increasing the Minimum Wage in Uganda

Case: Assessing the impact of higher minimum wages on the labour market and the economy.

Background: This impact assessment was prepared jointly by the Ugandan Manufacturers Association (UMA) and a team of external consultants that was brought in to help the BMO strengthen its analytical capacity.

Actual Note: "1. Purpose of the Regulations and Extent of the Problem

The Government of Uganda wishes to reduce poverty by raising wages for low skill workers. Approximately 30 percent of workers have no formal education. Approximately 60 percent of the workers in the formal sector in Uganda are paid a monthly wage, which is not sufficient to cover basic needs for food and shelter. The Government therefore proposes that the monthly minimum be raised to 30,000 shillings, which would be sufficient to cover basic needs. Approximately 42 percent of the workers in the formal sector have wages below 25,000 shillings per month (averaging 17,500 shillings per month). Another 16 percent of the workforce have wages between 25,000 and 30,000 shillings per month.

Employers in the formal sector claim the low wages are appropriate because of the low skill levels and productivity of the workers.

The Government believes that business owners will not take steps to increase worker productivity without the proposed minimum wage regulation. The government believes that there will be some adjustments necessary to raise worker productivity, but that these costs will be minimal.

2. Main groups likely to be affected

- All formal sector workers (both with wages below and above 30,000 shillings per month)
- Self-employed workers
- Informal sector workers
- Business owners
- Consumers

3. Main Benefits

- Wage increases for all workers with incomes below 30,000 shillings per month.

4. Main Costs

- Rising unemployment, as some workers will be laid-off, or be asked to work reduced hours
- Falling business profits
- Some enterprises will go out of business
- Increasing price level, hurting the overall competitiveness of the economy

5. Quantification of Direct Benefits

Total wages paid in the formal sector are expected to increase by approximately 21 percent because of the increased wage. There are no other direct benefits. The proposed minimum wage increase will affect only about 450,000 workers in the formal sector representing only around five percent of total employment in the country.

Before Increase			
Median Wage	% of Workers Receiving this Wage	Number of Workers in Private Businesses	Wage Bill
17500	41.3	783000	5.659.132.500
27000	15,6	783000	3.297.996.000
35000	31,2	783000	8.550.360.000
47500	5.3	783000	1.971.202.500
62500	2.7	783000	1.321.312.500
10000	0.6	783000	469.800.000
			21.269.803.500
After Increase			
30000	41.3	783000	9.701.370.000
30000	15.6	783000	3.664.440.000
35000	31.2	783000	8.550.360.000
47500	5.3	783000	1.971.202.500
62500	2.7	783000	1.321.312.500
100000	0.6	783000	469.800.000
			25.678.485.000
		Ratio	1,2072742

Higher-paid workers, through their union negotiating, also will also ask for higher wages to re-establish the previous margin between the minimum wage and the higher-paid workers' wage. This will also work towards squeezing profits and push the overall wage bill increase in the formal sector towards 40 - 45 percent.

6. Quantification of Direct Costs

The direct cost of the proposed minimum wage is the cost to the government of ensuring compliance with the new wage regulations. Compliance will require extensive reporting and inspection activity. Approximately 25 additional employees will be required to process monthly reports from employers detailing employment and pay details. These employment and payroll reports will be shared with the Revenue Authority, which may provide some support Another 75 Inspectors will check these reports for accuracy and visit firms not filing the necessary reports or believed to be filing incorrect reports. Firms not filing reports will be identified by comparing names of reporting firms with names of firms in the business census files or with data from the business registration accomplished at district or local level.

These 100 new staff will be paid a monthly salary of 75,000 shillings. Overhead support expenses are equivalent to 30 percent of payroll cost. These overhead expenses cover office, furniture, computers, etc. In addition, a sum of 20,000,000 shillings will be needed for 4,000 days of travel at 5000 shillings per day.
This amounts to a total of 137,000,000 shillings (approximately USD 80,000) just to implement the new minimum wage.

7. Indirect Costs

All other costs related to the minimum wage are indirect costs in the sense that they represent changes in wages, profits and prices that are caused by the minimum wage increase. These costs are substantial and may offset much of the benefit generated by the minimum wage increase.

The most important of the indirect costs will fall on **business owners who initially lose profits equivalent to the increase in wages.** In its policy proposal the Government assumes that all firms have profits sufficient to cover the higher wage payments. Wages represent somewhere between 1/2 and 2/3 of total business costs in most industries, and profits normally amount to 5 - 15 percent of total revenue.

Firms that employ high proportions of minimum wage workers and have relatively low profits will be squeezed and may go out of business. This will obviously increase the number of redundant workers in these industries, and **unemployment will increase**.

Business owners will also consider purchasing equipment to help raise worker productivity since the cost of capital has fallen relative to the cost of labour. Firms that can afford new equipment and plant will purchase them, making their production process relatively more capital intensive. For any given level of output, this will **reduce the long-run demand for labor**.

Owners could demand that workers work harder and some workers will respond positively. Those workers that are least capable of increasing their productivity will be the first ones fired. Other workers may be asked to work fewer hours**.**

While it appears certain that the demand for labor will fall, it is difficult to forecast exactly how strongly employers will react. This will depend on the elasticity of wages to demand for labor. If the elasticity is somewhere between 0.5 and 1, the increase in wages would translate into reduced demand for labor in the formal sector to the tune of 150,000 and 300,000 persons per year, for a 40 percent increase in the wage bill.

Enterprise owners will **raise the price of their products** to rebuild profits. Some firms facing intense and numerous competitors will not be able to raise prices at all, but other firms will have pricing power sufficient to increase prices.

Initial increases in prices may not be seen until existing inventories are sold. Items sold will have to be replaced with higher-priced goods from the manufacturer or distributor.

If worker productivity does not increase, then the benefits to workers in terms of higher wages will eventually be offset by higher prices for goods. The general price level (price index) will rise by just enough to offset the increased money demand coming from the higher wages. At the same time it is likely that **exports will become less competitive**.

If worker productivity does increase to reflect the new wage, then some of the changes in prices may be reversed and real worker income (income adjusted for prices) may increase. The workers who continue to be employed may then be better off (they are now more productive and are receiving a higher wage) but the workers fired or laid-off because they could not increase their productivity will be much worse off.

The level set for the minimum wage increase is the key variable here. If the increase is too large, employers and employees will not be able to adjust sufficiently, employment will decrease. If the minimum wage is increased by a smaller amount, then businesses may be able to make sufficient adjustments to minimize the number of jobs lost. Some jobs, those held by the lowest productivity workers will still be lost, but most adjustments will be made on a more timely and complete basis.

Costs are likely to outstrip benefits

The ultimate consequence of the increase in the minimum wage is a change in the structure of the economy. Lower wage workers will be more productive, but there will be fewer of them. Most businesses will have more capital equipment than they did before the wage increase. Much of this equipment will increase worker productivity, but it will also generally reduce the quantity of labour demanded. For workers who cannot increase their productivity, the outlook is bleak.

The loss of income to workers that are laid off or fired or have their hours reduced is an important offset to the wage increase. On paper 450,000 could stand to benefit from the proposal, however, once it is implemented, the knock on effects could make up to 300,000 workers redundant, spur inflation and undermine the competitiveness of exporters.

Ninety-five percent of the workers engaged in economic activity, including the self-employed and informal sector workers will not be affected directly by the increase, but many of them will be hurt as the indirect effects work through the system."

<u>Issues for discussion:</u>

- 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?

Handout 9: Servicing the Advocacy Committee of DI

Case: Servicing the Advocacy Committee at the Confederation of Danish Industries

The director of the policy department at the Confederation of Danish Industries participates in all committee meetings together with a senior staff from the secretariat.

The role of the director is to present work done to date. The senior member of staff of the secretariat has an important upsurge in the daily workload before and after the meetings of the committee. The meetings of the committee, which congregates once a month, typically last one to two hours.

Tasks related to the servicing of the committee include:

- Setting the agenda no later than two weeks before the meeting
- No later than 10 days before the meeting is to be held, the agenda of the meeting is discussed with the director of the policy department. All meeting materials (position papers, briefs) are handed over to the director of the policy department for approval
- One week before the meeting is to take place, the agenda and all meeting materials are sent out to the committee members by email
- Three days before the meeting, a commented agenda is delivered to the chairman and the director of the policy department
- Five days after the meeting, a draft of the minutes is sent to the director of the policy department for approval. Subsequently, the draft minutes are sent to the chairperson for approval, if they are agreed
- No later than seven days after the meeting has been held, approved minutes are sent to the members of the committee by email
- Agendas, position papers and minutes should follow a standard format

Using this procedure ensures that the committee members are fully briefed about the activities of the secretariat and the decisions taken by the committee. This ensures that the secretariat always has a clear mandate to proceed with a given activity.

Issues 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 of DI?

Handout 10: Strengths and Weaknesses of Qualitative and Quantitative Methods

	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, and not representative in themselves • Requires good prior understanding of key issues to be fruitful • The usefulness of surveys tends to 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 unbiased estimates • Structured interview hinders detailed exploration of reasons • Requires key concepts to be clearly defined and translated into meaningful survey questions. ‘Fuzzy’ concepts are difficult to measure

Handout 11: Case: Soliciting the Views of Members

Case: Understanding Members -- A Quantitative Approach

Background

The Vietnam Association of Seafood Exporters and Producers (VASEP) was founded in 1998 as a platform for Vietnamese enterprises processing, exporting and importing seafood products.

In 2003 VASEP conducted a questionnaire based survey of members in order to:

- assess current and potential business problems
- training needs for business
- measure members' satisfaction
- explore expectations of members and non-members

The survey was conducted as a mail out interview with subsequent follow up by phone to reach a higher response rate.

The structure of the survey was designed to feed into the below decision making grid, where members were asked to rank different areas of policy advocacy.

Decision Making Grid

Performance	Importance	Action
Low	Low	No immediate action
High	Low	No immediate action
High	High	Maintain and develop
Low	High	Immedia te action

The grid is a simple tool and provides the user with an ability to simplify the process of identifying issues of strategic importance.

The survey revealed important information regarding obstacles in doing business, and areas where members expected a more proactive approach to policy advocacy.

Among these where:

Training/qualifications of labour force:
- Lack of qualified managers and technical staff.
- Lack of skills in sales and marketing

Local business environment issues:
- High shipping fees
- Occasional power cuts
- Unfair / negative competition among domestic enterprises (pricing war)
- Lack of cooperation in international marketing.

Export market issues:
- Trade barriers
- Information about markets and competitors

Lessons learned:

- It was vital for VASEP to know its members' views on policy issues and other issues that can be affected by policy makers
- The information gained by conducting the survey has helped focus the strategy by structuring it around the needs and views of members
- The survey results were successfully presented at a strategy seminar attended by board members, the president and key staff.
- The strategy seminar resulted in a request for the secretariat of VASEP to develop a 5-10 year strategy for the association along with a clearer mandate to focus on selected issues.

Actual questionnaire frame for VASEP member visits

"The below listed areas are meant as starting points for an interview with a member of VASEP. The questions should lead to a qualitative visit report following the structure Membership Satisfaction and Future Expectations from VASEP.

Membership Satisfaction

1. Why are you a member of VASEP?
2. How important is your membership of VASEP?
3. Do you feel adequately informed by VASEP about policy issues affecting your industry e.g. changes/amendments, tax laws, regulations etc.
4. Have you participated in any VASEP training courses in 2002/2003?
5. Did you participate in any business promotion events (business delegations, business missions) or trade fairs in 2002/2003?
6. Are you satisfied with the way VASEP is advocating and consulting with government?

Future Expectations from VASEP

1. **Lobbying and Advocacy**

What are your expectations from VASEP in the future e.g. with respect to: Representation of Members' interests to relevant government institutions, regional corporations such as EU etc.

2. Membership
What do you expect from VASEP as far as e.g. membership visits, networking activities and various knowledge exchange forums?

3. Information Services
What are your expectations with respect to information on VASEP events, news on taxation, laws and regulations, programmes for promoting private sector development, analysis on economic developments and trends?

4. **Marketing**
What are your expectations with respect to receiving market and trade statistics, information on potential market opportunities, trade fairs and trade missions?

5. Human Resource Development of Member
What are the expectations with respect to seminars and training courses provided by VASEP?
E.g. sensitisation seminars (e.g. trade regulations, WTO etc.), general management training (marketing, strategic management), Quality Management, ISO)."

Handout 12: Case: Prioritizing Advocacy Objectives

Background: In May 2006, after half a year of cooperation between the Zambian Chamber of Commerce and Industry (ZACCI) and DI, the transition towards becoming a professional secretariat capable of delivering services to members was almost in place. Riding on this momentum, both the secretariat and the board needed to prepare work plans and make strategic decisions concerning the next steps.

The increase of human resources in the secretariat had resulted in structures that could both assist members and the Board. In addition to delivering membership services, ZACCI started focusing on policy advocacy as an important area for members.

In order to make the organisation work effectively with constantly pushing Zambian business regulations in the preferred direction, the Board needed to formulate a policy agenda that could address the most important challenges for enterprises in Zambia. A clear and prioritized agenda for policy advocacy was needed to clarify the political position of the Association and make it increasingly proactive. The intention was to sharpen ZACCI's profile in the public (secondary audience) and influence policy makers (primary audience). The prioritized agenda for policy advocacy was prepared with the assistance from DI.

A Board seminar was planned as a one-day event with the participation of the members of the Board. The agenda included the following:

- Benefit of establishing a policy agenda
- ZACCI's current status externally and internally
- Discussion and outline of agenda for policy advocacy
- Discussion of the future working relationship between the secretariat and the board

A one-day workshop for the secretariat of ZACCI was also planned. The workshop would focus on objectives for the coming year:

- Alignment of relationship between the work plan and the new strategy
- Activities for the remainder of the year and the next year
- Coordination of activities within secretariat

The first column in the below table lists the seven overall areas that were selected as strategic from an advocacy perspective. Given the limited resources of the secretariat of ZACCI, one key activity was selected in each of the first five areas. The last column sets a time frame for activities.

Prioritized Policy Advocacy and Related Activities

Area	Activity	Time frame
Trade Imbalances	Workshop/Report	Late 2006
Costs of doing business	Collect Statistical Information / Conduct enterprise surveys	June 2007
Corruption	Develop Code of Conduct Develop partnership with Transparency International	June 2007
Government Responsiveness	Paper on members reactions to the Budget proposal	March 2007
Macroeconomic Environment	Research Team to study Macroeconomic framework	June 2007
Infrastructure	Not planned yet	
Regulation	Not planned yet	

Issues for discussion:

- How could this prioritization exercise be replicated in your BMO?

Handout 13: Example of ZACCI Policy Advocacy Theme

Actual Note:

"1. **Policy issue**: Decrease the level of Regulation

Businesses in Zambia face a serious challenge of over regulation as a result of bureaucratic and chaotic processes involved in obtaining licences for their businesses. The amount of paper work and procedures faced by both local and foreign businesses is a barrier to doing business.

2. **Impact goal:**

- Have one central licensing bureau for the various Government licensing service departments.
- Decrease the overall time frame required to start-up businesses in the country.
- Reduction in the number of licenses, businesses have to pay for.

3. **Policy goal:** To reach the goal, ZACCI will closely monitor the implementation of the central licensing bureau, the Zambia Development Agency (ZDA) through ZACCI representation on the steering committee.

4. **Primary audience:** Government, through Minister of Commerce, Trade and Industry.

5. **Secondary audience:** World Bank and the International Monetary Fund

6. **Timing**: ZACCI will report on the ZDA implementation by the end of the year."

Issues for discussion:

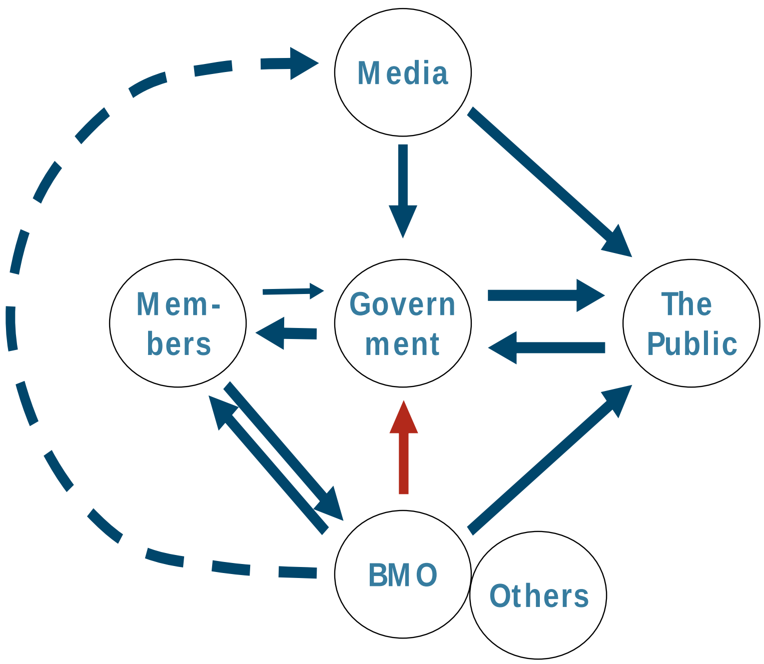
- Is this strategic policy advocacy goal SMART?

- Why / Why not?

Handout 14: The Influence Map

Primary audiences: Individuals with direct authority to make policy changes (e.g. Ministers, Members of Parliament, etc.)

Secondary audiences: People who can influence the decisions of primary audiences (e.g. internet groups, business leaders, external trading partners etc.)



Handout 15: Media Releases and Position Papers

Template for preparing position papers

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.

Guidelines for writing effective media releases

Media releases are the most common way to get your message out to journalists. However, in order to be effective they must also follow specific guidelines. These guidelines are intended to make your media release stand out from competing news stories so that journalists, who are always rushing to meeting deadlines, are more apt to select your news release. The key elements of a good media release are:

Clarity. Certain key facts must be immediately apparent to a journalist viewing your media release. The release date must be at the top, along with the name and phone number of the contact person because reporters may need additional information. The media release must have a clear title (bolded and large font) that briefly describes the content of the release. The title should be similar to a newspaper headline. Reporters will not read the materials if the content is not discernable.

Brevity. Media releases should rarely be more than one page and they should be double-spaced (use single spaces if it helps keep the release to one page). It is important to prioritize and only include the most essential information. The purpose of the release is to provide salient information and encourage reporters to contact you for additional details.

Details. Determining what key information to include can be difficult. A good rule to follow is: What is it you are trying to say? Who are you? Why is this important? Answer each question as briefly as possible using only the most essential information.

Format. Whenever possible, add a short and relevant quote in the first or second paragraph from a leading figure in the organization, or an organization member involved in the issue. Reporters can be requested to hold the information until a certain date. If this is the case, write "Embargoed until [a date/time]". The last paragraph should be used to provide a short description of the organization.

Events. If a media release is being used to announce an event it should be sent in the form of an invitation. This invitation should contain your name and logo at the top, followed by; "You are cordially invited to attend…"or "(name of important person) invites you to attend…" This should be followed by the title or name of the event in large letters as well as by the date, time and place where the event will be held.

Distribution. If possible, address the release to specific journalists by name. For an event, send the announcement again the week of the event as a reminder. Do not be afraid to call journalists and bring their attention to your release once it is sent. Over time, relationships can be established with journalists who regularly cover relevant issues.

Handout 16: Cases: Media Releases

Case: media release from CGEM:

"Casablanca, le 9 novembre 2006

Communiqué de presse

Une délégation de la CGEM conduite par le président de la Confédération, Moulay Hafid Elalamy, se rendra à Paris du 14 au 16 novembre prochain.

Première visite à l'étranger du nouveau conseil d'administration de la Confédération, ce déplacement vise en premier lieu à redynamiser les relations avec le patronat français. Ainsi, mercredi 15 novembre, Laurence Parisot, présidente du MEDEF, et Moulay Hafid Elalamy, présideront une réunion de travail en présence des membres de la délégation marocaine et des représentant du MEDEF.

Par ailleurs, Renaut Dutreil, Ministre des PME, du Commerce et de l'Artisanat recevra les membres de la CGEM au cours d'un déjeuner où sera discuté la coopération franco-marocaine en matière de soutien à la PME marocaine. Les actions économiques à mener en matière de co-développement, principal défi en matière de lutte contre l'immigration illégale, seront abordées avec le ministre de l'Intérieur, Nicolas Sarkozy, qui accueillera place Beauveau les représentants de la CGEM, jeudi 16 novembre. Enfin, afin de promouvoir l'économie marocaine et le climat des affaires favorable à l'investissement étranger, des rencontres sont programmées avec des personnalités du monde politique et économique français.

Parallèlement à cette mission, une convention de partenariat entre la CGEM et la Chambre de Commerce et d'Industrie de Paris sera signée mardi 14 novembre. Cette convention porte sur la mise en place d'une assistance technique par la CCIP pour appuyer la CGEM dans la création d'une structure d'accueil à Paris pour les entreprises marocaines. "

<u>Issues for discussion:</u>

Compare this release with the recommendations in Handout 15.

- What are the relative strengths and weaknesses of this media release compared to best practice?

Handout 17: Example: DI Position Paper on Tax Policy

Actual Note:

"DI Executive Board Meeting
27th of April 2005

Tax Policy for the coming years

1. **Tax and the global race for knowledge**

A tax policy for the future

With an intensified competition pressure in the global race for knowledge there is a decisive need for designing the tax policy in a way, so it will support Denmark's exploitations of the possibilities of globalisation.

2. **Tax and knowledge in an international perspective**

Denmark has, together with Sweden, the highest tax level in the world. The high tax level inhibits Denmark in the global race for knowledge. The high taxation level of personal income, specifically the high marginal taxes, is jointly with the design of the social benefits system among the constraints that puts the most pressure on the business environment in Denmark.

Tax should support knowledge
The increased global competitive pressure from low income countries increases the need for Denmark to strengthen the educational level in the country.
Therefore there is a need to design the tax system in way that supports educational activities and competence building and create incentives for high skilled labour to work in Denmark.

Tax prevents experts from working in Denmark
The benefits for high skilled labour working in Denmark are modest compared to other countries. The high marginal taxes on extra working effort reduce the bonus for high skilled labour working in the country.

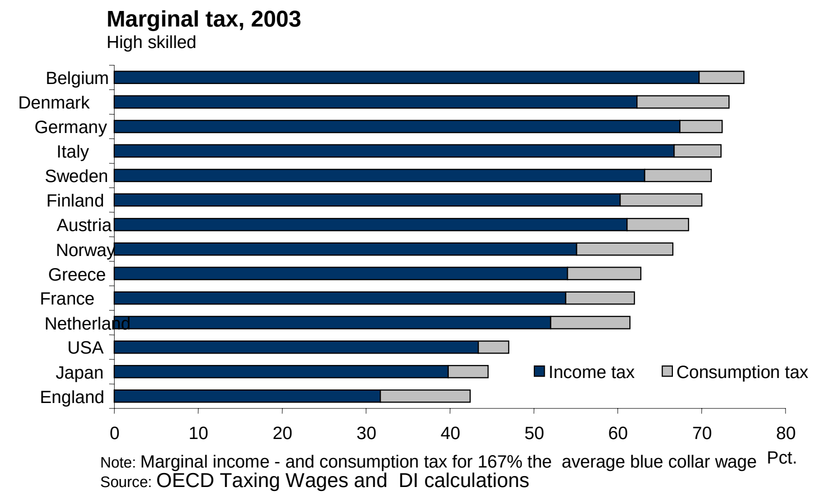
Deceptive fourth place on tax in Europe
An analysis from 'The Economist' attracted a lot of media attention because it rejected the high tax level in Denmark as a problem for the country. However, the Economist's analysis on the tax area treats data in a misleading way. Denmark finishes last on the area of marginal taxes. However we get top grades for lack of social deceit.

According to this analysis, the over all picture of Denmark is therefore of a mediocre grade in the tax area. This depicts us, misleadingly, as the forth best country in Europe on tax conditions, despite having the second highest tax level in the world.

The OECD, the EU, the IMF, DI, and others have repeatedly shown that Denmark should finish last due to the high aggregate tax level.

High aggregate marginal tax in Denmark

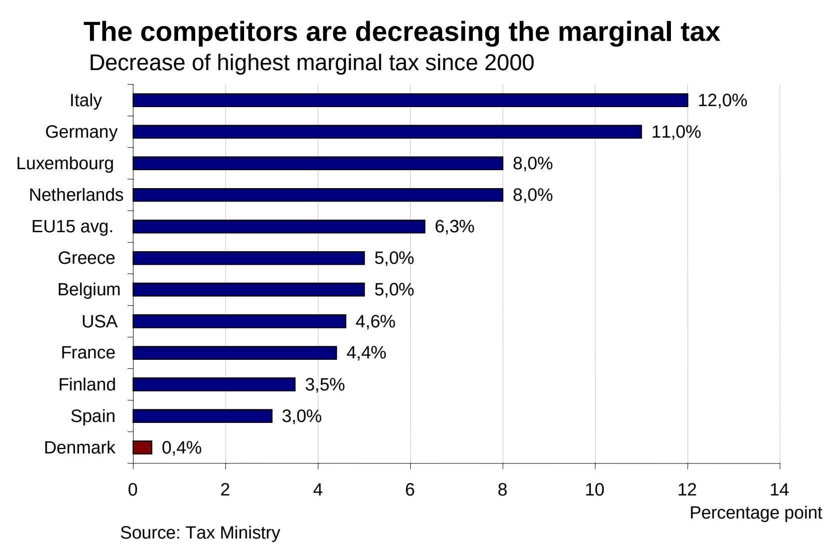
The "top tax" payers in Denmark pay 63 % of every additional earned DKK. If the remaining 37 % are spent on private consumption in Denmark, the resident has to pay 11 % in special taxes. Over all the resident pays 74 % tax, this is significantly more than in almost every other country.



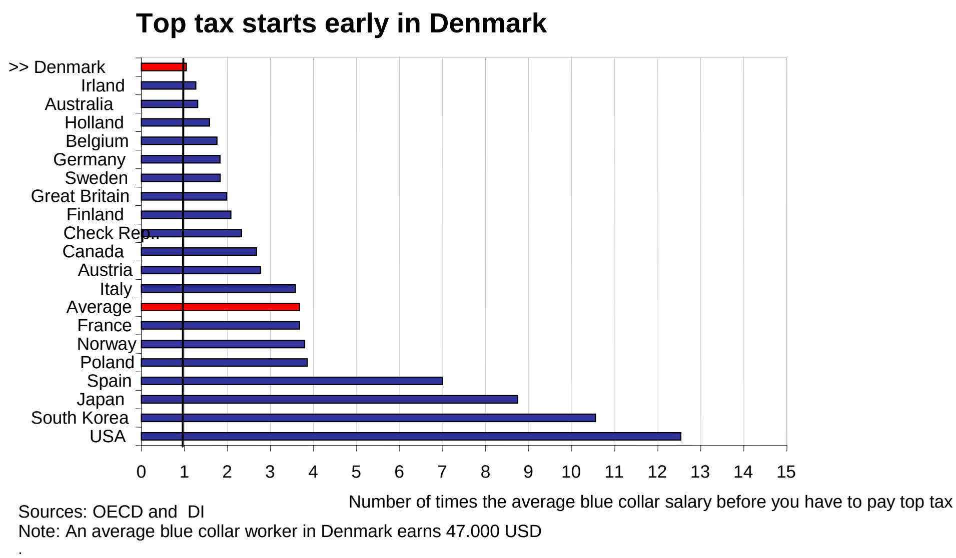
Wave of marginal tax reductions in Europe

Since 2000, the EU-15 countries have on average reduced the highest marginal tax with 6,3 percentage points. Germany reduced the marginal personal income tax for high incomes from 51 to 42 percent, The Netherlands from 60 to 52 percent, and Belgium from 55 to 50 percent, and other countries are following the trend.

The marginal tax becomes effective to early in Denmark



At the same time the marginal tax for high incomes starts at to low a level in Denmark. Many ordinary white collar workers are affected by the marginal tax for high incomes. You only have to earn approximately five percent more than an average blue collar worker to be affected by the marginal tax for high incomes. This means that four out of ten Danes in full time jobs pay 63 percent in taxes.



In the US you should earn a salary of more than 12,5 times the average blue collar worker's to be affected by the highest marginal income tax, which is approximately 40 percent.

3. The current tax debate

Tax stop and lower tax on personal income
The government has, since 2001 effectuated a stop on taxes and has furthermore decreased the personal income tax level with about 10 billion DKK. A working deduction representing 2,5 percent of income below the middle tax zone and the middle tax zone has been raised with about 50.000 DKK

This means that approximately 750.000 persons avoid paying the middle tax representing 6 percent.

Political messages
The basis for the new government "New goals" published in the month of February 2005 maintains the halt on tax increases. The government also announced a plan with the aim of finding fiscal room as a condition for any further lowering of the tax on personal income.

Excessive redistribution
The public debate on tax issues has up until now shown an excessive focus on redistributive issues concerning redesigning the tax system. There has been a lack of focus on the necessary strengthening of the incentives for highly educated labour.

There has been a lack of focus on the missing incentives for the experts to put in an extra effort in Denmark. The real after tax compensation for working an additional hour is simply not there.

The tax structure should support the high skilled segment of the labour force
There is a need to focus more on the tax system as a supporting vehicle in the development of Denmark as a knowledge society by means of creating incentives for high skilled labour to work in Denmark.

4. DI's position so far

DI: Lower tax level
DI has been working to bring down the tax level by decreasing the public expenses thereby increasing growth and employment.

Value for money
DI has underlined the need for lower marginal taxes on personal income and the need for decreasing the tax level on the areas with the highest yield in relation to the decrease.

Decrease the taxes on personal income
Therefore DI has recommended decreasing the taxes on personal income by removing the middle tax zone and increasing the limit for the top tax zone. By doing so, the highest marginal tax will be reduced by six percentage points and fewer blue collar workers will be affected by the top tax zone.

Only three percent of the aggregate tax revenue
The middle tax zone and the top tax zone only yield 24 billion DKK on a yearly basis which is equal to three percent of the total tax income being 714 billion DKK.

5. The tax stop

The tax stop limits growth in expenditure

The government's tax stop has, like the expenditure stop, since 2001 been an efficient instrument limiting the growth in public expenses.
The tax stop has two elements:

- A freeze of tax rates
- A freeze of tax in DKK

Fixed percentage rates are neutral
The ceiling limiting the tax percentages is a neutral instrument that prevents taxes from growing faster than wages and prices. It freezes the tax level.

Fixed DKK- amounts costs 2 billion extra every year
The freeze of taxes and the real estate tax in fixed DKK amounts which does not follow the development in wages and prices, leads to an automatic decrease of the tax level. The tax stop thereby provides real tax deductions on the taxes fixed in DDK amounts. The freeze effect of the current tax stop costs approximately two billion DKK in lost revenue every year.

The tax stop limits the possibilities for decreasing the tax on personal income.
The concrete design of the present tax stop thereby reserves a share of the possibilities for decreasing taxes on goods and taxation of property. The tax stop has therefore been criticised by, among others, The Economic Council, the opposition, and partly by The Danish Folk Party, for limiting the possibilities for decreasing tax on personal income.

The tax stop has also been criticised because it can inhibit a necessary technical redesign of the tax system.

The marginal tax is more important than the real estate tax.
From an economic point of view it is more relevant to reduce the marginal taxes on personal income than crop out the real value of consumption taxes etc.

The credibility of the tax stop
Meanwhile it would implicate a significant risk that a softening of the tax stop could lead to a slip in the budget discipline with an increased expenditure and tax level as the consequence.

6. Effects of different tax decreases

Different issues
If the government can find the money for a decrease of the tax on personal income, it can be done in different ways depending on which groups in society the government wants to provide for.

- An increased incentive for working instead of receiving pacifying social benefits: This will be achieved by changing the rules on social welfare incomes and the rules of the system for unemployment benefits.
- An increased incentive for working more in Denmark and to educate thereby qualifying for better paid jobs etc: This will be achieved by decreases in the marginal tax for the middle and high incomes.
- Equal income distribution: This is achieved by decreasing the tax level for the low income jobs.

Lower marginal tax benefits knowledge and prosperity
The supply of labour, knowledge development and growth are best provided for by focusing on increasing the incentives to work and especially by decreasing the tax on middle and high incomes, which also contributes to attracting and maintaining the best people in Denmark as a part of the global competition for knowledge.

7. Availability rules beats job deduction by four times

If you really want to increase the supply of jobs by moving people from passive welfare grants to having a job, you will have to think about solutions outside the tax system.

The Statistical Office of Denmark made a survey on the labour force third quarter last year. It showed that among 120.000 recipients of welfare grants or cash support 31.000 (26%) were not available to the labour market.

Rules on availability: Increases the labour supply by 31.000
If the rules were enforced fully, so that the unemployed could only obtain support if they were truly and actively looking for work, the real supply of labour would increase by 31.000 persons.

According to data developed by the Economic Council it would cost approximately 30 billion DKK to create a similar increase of the efficient supply of labour through an increase of the job deduction. A tightening of the rules on availability would not constitute a loss, but would on the contrary lead to lower public expenses for welfare grants.

8. Recommendation

It is recommended that the executive board discuss guidelines for the future tax policy:

- It is recommended that DI should intensify it efforts in the public debate on tax issues and concentrate even more on lowering the marginal tax on highly skilled labour.
- It is recommended that DI continues to work for keeping the tax stop effective and credible. This would lead to a decrease in public expenses, and a decreasing tax level benefiting the business community in Denmark."

Handout 18: Examples of DI Issues Briefs

Example 1: "Liberalize Electricity Markets

The EU will have to invest massively in power production capacity over the coming years. The International Energy Agency expects that production capacity will have to expand by 300 GW by 2030, and that a similar amount of investment will be needed just to maintain existing capacity as old production facilities become obsolete. This corresponds to current capacity levels in the EU. However, many investors maintain a cautious wait and see attitude, because investments in power production are seen to carry a political risk.

In the late 1990's the EU embarked on the liberalization of European Electricity markets, with one of the aims being lower consumer prices for electricity. In Denmark, regulations that support a free power market are in place, however, this is not the case in the rest of the EU. This lack of progress elsewhere hinders the development of a free internal market for electricity, which keeps electricity prices higher then they would be with free competition. This is because investors perceive a risk of regulatory interference in power markets, which is translated into a political risk premium on investments in new production capacity.

DI Recommends:

- The speed of liberalization of electricity and gas markets in the EU must be increased.
- Transparent common EU rules governing the methodology and triggers of potential Government interventions in power markets should be established."

Example 2: "Free Trade Creates Wealth

To reap the full benefits of globalization, enterprises must be allowed to trade and invest freely across borders. This is not the case today because of the widespread use of tariffs and technical barriers. A lot of progress has already been made in relation to removing barriers to trade under the auspices of the WTO. However, there is still a long way to go.
Barriers to trade hurt both enterprises and consumers in developed as well as developing countries. It has been estimated that a halving of exiting trade tariffs would lead to a doubling of world GDP.

While Danish enterprises have easy access to regional markets in the EU, barriers to trade and investment can be substantial when Danish exporters venture outside Europe.

Problems are not only related to sales out of Denmark. Difficulties also arise in relation to imports of raw materials, production inputs, and services to the EU and Denmark.

DI Recommends:

- The Danish Government should put pressure on the EU to pursue an offensive and ambitious trade policy aimed at removing barriers and protection of certain sectors of the economy including agriculture. Efforts should be targeted at the Doha Round.
- Focus should be on market access of goods and services -- also in the larger developing countries and emerging markets.
- Bilateral and multilateral Investment protection agreements should be prioritized.
- The Government must work towards securing unhindered access to imported goods and services."

Handout 19: Case: DI's Globalization Campaign

Background: In April 2005, the Danish Government set up a Globalisation Council to advise on it on globalisation issues. In April 2006, an ambitious and pro-active strategy to gear Denmark for the future was published. The strategy, which was contains 350 specific initiatives, entail extensive reforms in the areas of education and training programmes as well as research and entrepreneurship, and also substantial improvements in the framework conditions for growth and innovation. The council met for a combined 272 hours, published 320 documents and 333 proposals.

Initially the Council set out to define the main challenges. Over the subsequent twelve months the council published seven thematic reports on ways to reap the benefits and tackle the challenges of globalisation.

In parallel, DI initiated a major campaign to influence the Council's work and recommendations. DI's campaign was structure around the following activities:

- Publication of reports, position papers and briefs aimed at Government officials
- Media releases, interviews, op-ed columns on recent analysis
- Other stakeholders were also presented with analysis, cases and stories
- DI hosted a number of hearings and seminars on various topics related to Globalisation

The mission statement for DI's campaign was to "*Create wide public support of the needs for Denmark to be among the most attractive countries in the world to invest in and do business from".*

The main idea was to raise awareness about globalisation and underline the opportunities of globalisation, and to be credible, some of the challenges. To achieve this, a broad strategy that engages citizens, companies and politicians was needed.

The Campaign was organised along three tracks:

Youth track
- Youth conferences
- Globalisation Academy for teachers
- Youth hearing in all regions of Denmark

Political track
- Political conferences
- Seminars for different political groups, (MP's, county councils, municipalities)
- Proactive political advocacy outlining the core issues of the needs for political reforms (welfare benefits, reduce marginal tax rates, research, education and innovation)

Business track
- Providing the members with training, knowledge, capacity building and awareness of challenges and potentials in new markets

All three tracks were combined in a campaign tour running throughout the country together with information and analysis to (potential) stakeholders.

Lessons Learned:
- Effective policy advocacy requires a clear strategy
- The right message must be delivered at right time to the right person in order to be effective
- The policy advocacy process is not over before the right proposal is implemented The mind-set of the population can be changed
- A message must be designed for the audience in order to be effective (making the audience feel special)
- The first step to finding a solution is to define the problem

Handout 20: Advocacy Glossary

Advocacy: The deliberate process of influencing those who make policy decisions.
Agenda: An outline listing the main topic to discuss during a meeting with policy makers, a planning team or coalition. Can also be the prioritised issue for advocacy in an organisation.
Ally: A partner working in helpful association with you to achieve a policy goal.

Coalition: A group of organisations working together in a coordinated fashion toward a common goal. In advocacy, a coalition's goal is policy-related.
Constituency/Constituencies: A group of people and organisations who support a particular policy viewpoint. Constituents are people whom you represent, to whom you are accountable, and from whom you draw your support, e.g. your members.
Credibility: Having the trust of others so that they will believe and value what you have to say.
External Networking: The process of asking people you know outside your organisation for information about your target audience.
Internal Networking: The process of using resources in you own organisation (including people) to gain information you need.
Lobbyist: An advocacy role in which you enter the policy process as a full participant to directly influence policy.
Media: Organised systems to deliver information to people such as radio, television, newspapers, magazines or newsletters. (Some-times also called "press.")
Message: A statement designed to persuade others of a position or point of view. A message explains what you are proposing, why it is worth doing and the positive impacts of your proposal.
Negotiation: A communication process between two or more parties to reach an agreement or to resolve a conflict.
Audience: A person or people to whom information is conveyed or messages are directed.
Civil Society: The range of institutions and organisations that connect people to government and the private sector. A definition of a strong civil society could be to ensure a dynamic and beneficial relationship between government, business and the non-profit sectors that can contribute to the wellbeing of individual citizens.
Network: Individuals or organisations willing to assist one another or collaborate on a common policy goal.
News Conference: An event or meeting with the media to make an announcement or discuss a position, decision or action.
News Release: Also called a Media or Press Release. A written statement that alerts the media of an accomplished event, project or other information that you would like to share with the public.
NGO: Non Governmental Organisation
Opponent: An individual or group that is against the policy change that you and your allies advocate.
Policy: A plan, course of action or set of regulations adopted by government, businesses or other institutions designed to influence and determine decisions or proce-dures.
Policy Analysis: Usually the first step in planning an advocacy initiative. Policy analysis examines plans and regulations set by governments, business or other institutions, and how policies (or lack of policies or implementation) affect specific groups of the population.
Policy Goal: The purpose of your advocacy effort and the specification of what an advocacy initiative should accomplish.
Policy Issue: A specific policy cause of a problem and subject of interest for advocates and policy makers.

38 Effective Advocacy in Uganda: A Guide to Impacting Policy and Law Making

Policy Maker: A person who has the authority and ability to create or change community, organisational or governmental policies, programmes or laws above the household level.

Policy Map: A tool that can be used to identify and organise policy information.

Policy Research: The process of learning about a policy issue. Policy research can be formal, like writing a report, or informal, like asking people you know to explain the origins of an issue.

Press: Also referred to as "media." Representatives of the media, for example, newspaper reporters, radio broadcasters or magazine writers.

Primary Audience: The decision maker(s) with the authority to directly bring about the change necessary to reach your policy goal.

Protocol: A code, system, or tradition – written or understood – that prescribes correct etiquette. In advocacy, it refers to the proper way to approach policy makers or others engaged in advocacy.

Secondary Audience: Individuals and groups that can influence decisions of your primary audience.

Secretariat: A head office support team as part of a member-based business or civil society organisation. A secretariat could include anyone in a Policy Advocacy position at head office as well as administrative support staff, and which together are responsible for working with the organisation's membership to gather, collate and disseminate its views on issues.

SMART: Specific, Measurable, Achievable, Realistic and Time-bound. Project objectives should be SMART for all projects, including advocacy.

Tactics: Tactics are types of activities that support your strategy. Advocacy tactics are often chosen based on their level of risk, their cost and their chances of success in the existing political environment.

Target Audience: The person (or group of people) who can help bring about the policy change that you hope to achieve.

Handout 7: Stakeholder Map

1	2	3	4	5	6	7
Stakeholder	**Stakeholder Importance**	**Stakeholder Advantages**	**Stakeholder Disadvantages**	**Advantages vs. Disadvantages**	**= 2x5**	**Preventive Measures**
Who is the stakeholder?	*1: Not important 10:Very important*	*Description of known disadvantages associated with issue/policy*	*Description of known disadvantages associated with issue/policy*	*1: Advantage completely outweighs disadvantage 10: Disadvantage completely outweighs advantage*	*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						
NGOs						

Handout 3: Assessment Tool for Advocacy Capacity of a BMO

Subject	1 Club	2 Informal secretariat	3 Professional Association	4 Knowledge Supplier	Score
Strategy	No clearly defined and formally stated strategic goals for advocacy activities.	BMO has defined a vision and mission, but lacks clearly defined processes for achieving them. An overall policy agenda has been established.	A clear strategy has been prepared, but processes for follow-up and revision/adaptation are missing.	Advocacy strategy is prepared, success monitored and revision undertaken when required.	
Process	Policy positions are mainly a summary of members verbally collected wishes.	Policy positions include secondary statistics and statements from members, but no structured analysis.	Policy positions are developed in close interaction with members and include some analysis.	Policy positions are developed in close interaction with members and use evidence based analysis.	
Presentation and interaction	Policy positions are prepared as text documents and submitted directly to responsible ministry(er).	*Policy positions include short easy to read executive summary with key messages and is targeted at several persons within the ministry.*	Policy positions are presented to a wide range of stakeholders in different forms targeted at the audience. BMO is a regular speaker at meetings or public debates.	Policy positions are presented as a part of a wider campaign with coalition building and numerous publications/articles targeted at different audiences.	
Secretariat	Policy advocacy is driven by members, who comment on draft law text based on experiences in their own company.	Permanent staff have been hired for managing advocacy activities. Staff are mainly used for preparing summaries of draft laws and regulations to be presented to members.	Advocacy is driven by secretariat staff. Members guide the process at the board and committee level. All analytical work, recommendations and daily follow-up is handled by staff.	BMO is able to hire the best policy staff available and is therefore able to collect better information and supply better analysis than government and other stakeholders.	
Member input and timing	Members' input is solicited by circulating copies of a draft law or regulation to all members and discussions at the board.	Members' input is solicited through advocacy committee. Association has contacts that allow it to obtain early drafts of the law and solicit opinions from advocacy	Member survey/(external consultant) issue analysis administered at the beginning of policy strategy development process. Frequent follow-up with relevant advocacy	Association maps policy development process and times collection of member input and advocacy at window of opportunity. Focus groups are used both for member and public	

Subject	1 Club	2 Informal secretariat	3 Professional Association	4 Knowledge Supplier	Score
		committee/board prior to publication of the draft law.	committee.	opinion.	
Member presentations	Members manage dialogue with government often through personal contacts with Minister.	Secretariat prepares notes/speeches on behalf of members who deliver the key messages to government.	Secretariat manages contacts with government. Members participate in dialogue to ensure that messages are delivered with credibility.	Secretariat prepares and briefs members for strategic interventions with key government officials. CEO is key spokesperson of BMO.	
Media	General press releases with key messages are issued on major policy issues.	Policy articles regularly appear in BMO Newsletter.	BMO works closely with journalists and prepares articles that can be printed/communicated directly in media.	BMO is recognised as a knowledge supplier that business journalists contact whenever they need information.	
Tracking and follow-up	The BMO awaits response from responsible ministry after submission of policy proposal.	The BMO follows up regularly by contacting relevant persons in the ministry after submission.	The BMO is able to monitor the internal preparation process in the ministry through direct contacts to civil servants. A system for legislator contact has been established.	The BMO is regarded as a knowledge supplier and contacted by the Ministry for further information and discussions on a submission.	
Documenting successes and failures	Results are communicated to board members and passed on to other members by word of mouth.	Key results are highlighted in newsletter/ internal media. Chairman mentions key successes and failures at Annual General Meeting.	Results are widely communicated through website, newsletter and external media when appropriate. Results are documented in Annual Report.	BMO has introduced system of best practices for documenting results and circulated them to staff through experience sharing.	
Diversity of approaches	BMO focuses in influencing government and authorities directly.	The media is used for highlighting main issues, statements are delivered whenever “a fire is burning”. Direct pressure is placed on top government officials on key issues.	The BMO is pro-active and is able to pre-empt major policy changes. Members are briefed on and educated through regular publications and meetings.	BMO undertakes campaigns that may have a several-year duration and include influencing public opinion or the opinion of particular stakeholders.	