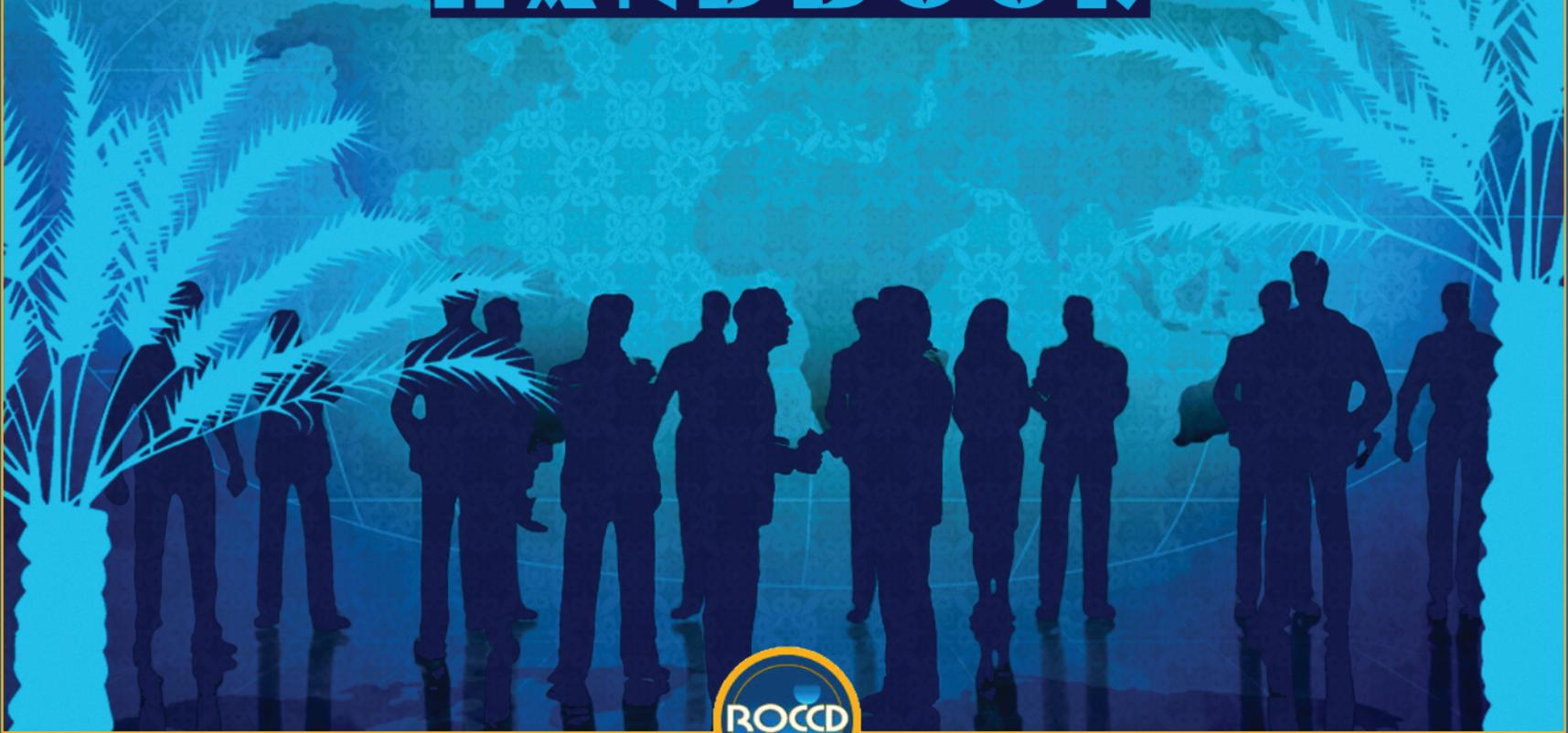


ROCCD

**PUBLIC
ADVOCACY
HANDBOOK**





ROCCD POLICY ADVOCACY HANDBOOK



The **Results Oriented Commercial-Organization Capacity Development (ROCCD) Project** supports expanded market access and access to new investment capital for enterprises and entrepreneurs across North Africa (Morocco, Algeria, Tunisia, Libya and Egypt). Through close collaboration with a network of partner commercial organizations in North Africa, ROCCD training and technical assistance is carefully tailored to the context of the North African business and policy environment. The ROCCD Project delivers demand-driven training and technical assistance to commercial organizations to provide effective, focused business development services (BDS) to their member-enterprises. For more information, please go to: <http://www.isedsolutions.org/projects/roccd>



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The ROCCD Project is funded through the U.S. Department of State, Bureau of Near Eastern Affairs, Office of the **Middle East Partnership Initiative (MEPI)**. MEPI is a unique program designed to engage directly with and invest in the peoples of the Middle East and North Africa (MENA). MEPI works to create vibrant partnerships with citizens to foster the development of pluralistic, participatory, and prosperous societies throughout the MENA region. MEPI partners with local, regional and international non-governmental organizations, the private sector, academic institutions, and governments. More information about MEPI can be found at: www.mepi.state.gov



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TECHNICAL APPENDIX IV: Policy Position Paper Example

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SECTION I: INTRODUCTION



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ROCCD APPROACH AND METHODOLOGY

Policy advocacy is one of the most important services commercial organizations can provide their membership. Advocacy can range from addressing the needs of a single member to broad campaigns on behalf of entire sectors and/or the full membership. The challenge for most business development organizations (BDOs) is to deliver advocacy services strategically. Often, advocacy efforts are reactive and delivered on an ad hoc basis. Given limited time and resources, BDOs need to create, implement and monitor a formally-structured advocacy strategy that prioritizes member issues, identifies key stakeholders, outlines advocacy activities, including their timing and cost, and finally to create a monitoring and evaluation system that determines if the desired effect is being realized and at what cost.

This handbook is designed to facilitate a more robust provision of policy advocacy services by partner business development organizations (BDOs). BDOs play a key role in representing the interests of the private sector (e.g. their members) to government agencies, ministries and legislative bodies. Although different organizations, such as government-funded Chambers of Commerce, may engage in policy advocacy to different degrees, representation of member interests to public entities remains a fundamental service to BDO membership. This handbook introduces various tools that BDOs can use to organize, prioritize and monitor public advocacy activities and provides lessons learned from recent public advocacy efforts in the Maghreb. By using the tools introduced in this handbook and by acknowledging key lessons learned, BDOs will be better positioned to establish actionable, impactful policy advocacy action plans.

Structure of the Handbook

Section II introduces a strategic approach to policy advocacy focusing on five main components including issue identification and prioritization, stakeholder interest and influence mapping, engagement/activity selection, establishing an advocacy strategy and action plan and finally, monitoring and evaluation of advocacy services. Specific tools associated with each component are presented in this section, as well as important training notes and suggested workshop exercises. Section III provides a regional comparative analysis of BDO advocacy service provision, background information on the business enabling environment in each target country, and selected case studies of recent advocacy campaigns. The purpose of the regional comparative analysis is to



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provide appropriate context to the advocacy tools introduced, to establish a baseline by which improved advocacy efforts can be measured and to encourage inter-organization cooperation across the North Africa region.

BACKGROUND FOR TRAINERS

From July to September 2011, ROCCD staff conducted initial workshops throughout the North Africa to field test a “beta” version of advocacy tools and training methodologies. Although the “beta” round of workshops was well received by partner business development organizations (BDOs), a number of modifications to the initial tool kit have been initiated to increase the relevance of recommended approaches to policy advocacy and to create training modules that are more customizable per specific countries and specific audiences. Key approaches to expand and deepen advocacy services of BDOs are summarized below.

Advocacy versus Lobbying

Before workshop implementation, target participants should be clear about the difference between Policy Advocacy and Lobbying. *Policy Advocacy* is a process through which citizens organize to influence *public* policy and resource allocation.¹ *Lobbying* is commonly understood to represent activities by specific interest groups to influence public policy through direct contact of legislators, members of the executive branch (at both state and national levels), including the financial expenditures to provide campaign contributions, gifts, vacations and other special benefits in exchange for consideration of the issue being lobbied for. During the initial policy advocacy workshops, participants misunderstood the objective of the workshops as developing “pay-for-influence” strategies to affect legislative (and bureaucratic policy) outcomes. The purpose of this handbook and its associated workshops is to help BDOs inform policy makers about the impacts of current or prospective legislation and policies based upon research and public opinion. Given that public corruption is an issue in almost every country in North Africa, clearly differentiating formal advocacy strategies from “pay-for-influence” activities is especially important.

Size and Composition of Workshops

¹ *Advocacy and Public-Policy Dialogue Tool Kit*, Vital Voices Global Partnership, 2011.



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One challenge facing trainers in North Africa is the wide diversity of business development organizations interested in improving policy advocacy service delivery. BDOs differ in size, level of sophistication, geographic focus and economic sectors. In terms of sophistication, North African BDOs range from small producer organizations yet to develop membership services, to large, robust organizations offering a full array of high-level membership services. Instead of trying to balance seminar content to engage a diverse audience, advocacy seminars are most effective if participating BDOs are mostly homogeneous. With segmented participant groups, seminar content can be customized to deliver the most appropriate, and therefore relevant, level of complexity and sophistication.

Another important consideration when organizing advocacy workshops is to limit the number of participants per workshop. Policy advocacy discussions inspire active engagement among participants and it is often difficult to keep a large group focused on technical material while allowing for equal participation. Ideal workshop/seminar size is no more than 10 participants from two-to-three different BDOs. Larger workshops tend to generate great discussion but only limited transfer of technical knowledge. Lastly, the ROCCD Policy Advocacy workshops are most appropriate for BDO managers and staff. The tools and strategies presented in this handbook serve as the building blocks for policy advocacy strategy development. Once managers and staff are familiar with the tools and have created a draft annual work plan, review and comment from organization executives and Boards of Directors is important. Earlier involvement of executives is probably not the best allocation of organizational resources.

The Discovery Process and Customizing Workshop Content

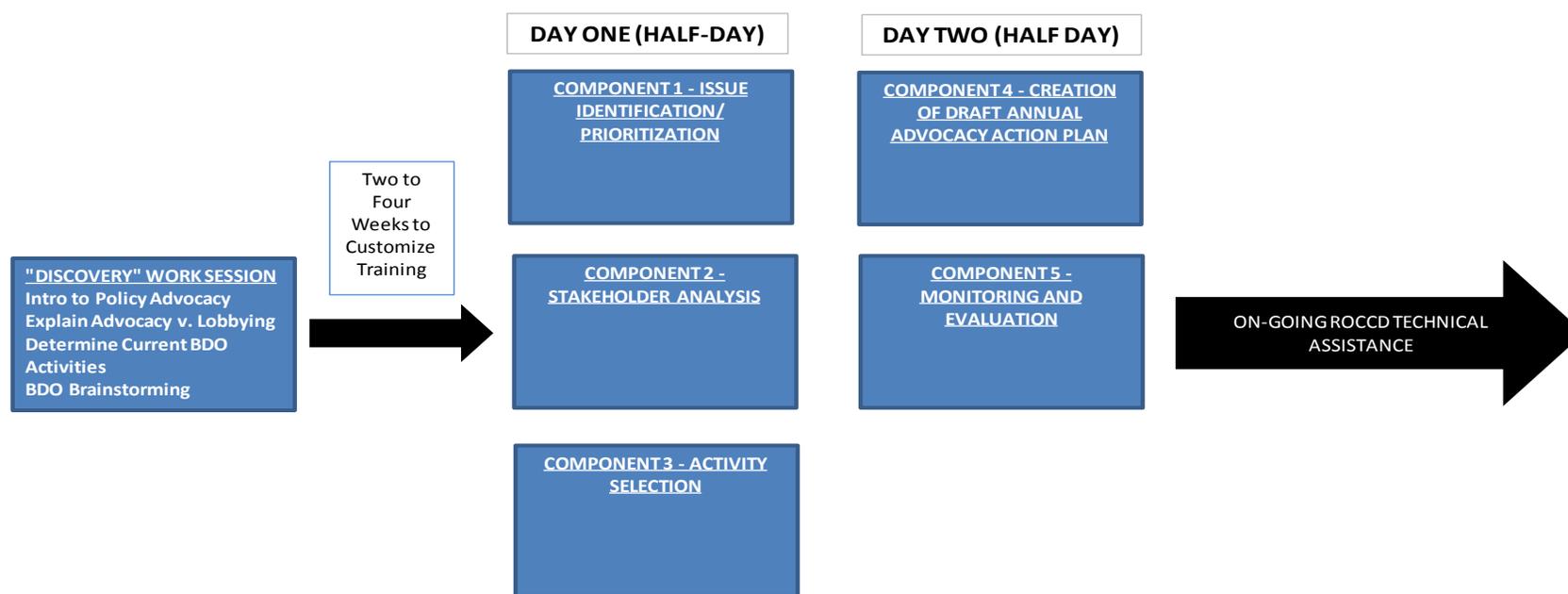
As discussed in detail in Section II, Component 1, a critical component to conducting successful policy advocacy workshops is to first meet with potential BDO partners to broadly introduce the ROCCD approach to advocacy and to better understand what, if any, advocacy activities BDOs currently undertake and to understand what some of the most pressing policy issues affect the business enabling environment in a given country.

After introducing the ROCCD approach to policy advocacy, trainers should allow for a relatively open, flowing conversation among BDO participants as to what advocacy activities they have undertaken in the past, or are currently undertaking. The trainer should guide the conversation to focus on what advocacy efforts have worked in the past and to learn key lessons from unsuccessful attempts to influence public policy impacting BDO member firms. From the information obtained during this “discovery” session

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(which should last approximately 3-4 hours), the training team should revisit workshop materials included in Technical Appendices I (excel-based advocacy tools) and IV (base workshop PowerPoint presentation) to add background, examples and current business enabling environment challenges so that the follow on workshops are even more relevant and interesting to BDO participants of a specific country.

Figure I.1: Overview of ROCCD Policy Advocacy Workshop Roll-Out





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Glossary of Key Terms

Business Development Organization

Chambers of Commerce or Commercial Organizations working to promote business development and policy interests on behalf of their private sector member firms.

Civil Society

Civil society refers to the wide array of non-governmental and not-for-profit organizations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations. Civil Society Organizations (CSOs) therefore refer to a wide of array of organizations: community groups, non-governmental organizations (NGOs), labor unions, indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations.

Lobbying

The use of money, gifts and special privileges given to lawmakers and public officials to bring about a desired policy outcome. The practice is especially associated with United States politics and should not be confused with information-based policy advocacy practiced by civil society and business development organizations.

Monitoring and Evaluation

A systematic approach to measuring progress towards program goals including the establishment of objectives, determining indicators of progress, quantitative targets and a well-defined approach to gathering data to determine actual impact achieved versus targets and objectives.

Policy Advocacy

The process used by business development organizations and others to influence public policy and resource allocation through a strategically planned series of events, activities, policy papers, representing the interests of member firms they represent.

Policy Change

The desired change in public policy being pursued in a policy advocacy campaign. Policy change can be a new law or a change or even repeal of existing laws. Policy change may also include a new allocation of resources to promote a specific sector or industry through both ministries and quasi-governmental agencies.



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Policy Position Paper	A well-researched, quantitative analysis of the positive or negative impacts of a proposed policy change, typically authored by a subject matter expert, reputable professor or even public sector technocrats. Policy position papers can be an effective way to influence stakeholders to support a recommend policy change.
Private Sector	The aggregation of private, for-profit firms, sole proprietorships, manufacturers, and retailers who participate in the formal economy. Informal entrepreneurs such as unlicensed street vendors are not typically considered members of the private sector.
Public Sector	The aggregation of legislatures, ministries, the executive, agency officials, provincial and local officials who directly draft, adopt and implement public policy.
Stakeholder	Any person, organization, agency, business or government official who has a stake in a policy change or changes promoted by policy advocacy campaigns.
Policy Change Influence	The degree to which any stakeholder has power to bring about or to impede a policy change promoted by policy advocacy campaigns.
Policy Change Support	The degree to which any stakeholder supports or opposes a policy change promoted by policy advocacy campaigns.
Think Tank	Independent institutions often associated with universities who conduct economic and public policy analyses. Think tanks are often an excellent source of independent justification for policy changes promoted by policy advocacy campaigns.



SECTION II: POLICY ADVOCACY SERVICE DEVELOPMENT



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INTRODUCTION

Virtually all partner BDOs in North Africa understand the importance of advocacy and do, in fact, conduct advocacy activities to varying degrees. Almost equally as universal is the fact that most commercial organizations only use one or two approaches when promoting membership interests, instead of utilizing the full complement of advocacy strategies in an organized, coherent fashion.

The purpose of this section is to introduce five key components to an effective advocacy strategy and to discuss in detail various tools and approaches that will increase the effectiveness of partner advocacy efforts. The components include:

- I. Issue Identification and Prioritization
- II. Stakeholder Interest and Influence Mapping
- III. Engagement/Activity Selection
- IV. Policy Advocacy Action Plan and Budgeting
- V. Monitoring and Evaluation

Sector-based Advocacy and Positive Promotion

A key challenge facing most BDOs engaging, or planning to engage, in policy advocacy work is to focus time, energy, and budget on issues that will most likely provide positive traction. The number of public policy issues affecting BDO membership is myriad and many BDOs become ineffective by pursuing overly-ambitious and unrealistic public advocacy strategies. Given resource and time constraints, BDOs should focus advocacy efforts into a sector-by-sector action plan, with highest priority sectors obviously receiving the bulk of attention and budget. As the IFC Public-Private Dialogue Handbook points out, “Sector-specific public-private dialogues should be encouraged because they provide more focus, greater opportunity for collaboration and more opportunity for action.”²

Utilizing a sector-based approach to advocacy not only increases the cost-effectiveness of advocacy budgets, but also provides an excellent example of “positive promotion.” Commercial organizations often advocate for lower tax rates, improved bureaucratic efficiencies and less cumbersome licensing procedures. BDOs should keep in mind that advocacy should also be used to enlist

² Herzber, Benjamin and Andrew Wright. *The Public-Private Dialogue Handbook: A Toolkit for Business Reformers*, The World Bank Group, 2006.



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government support of business promotion efforts such as developing sector strategies, partnering with the private sector to promote a national image (Nation Branding) and to promote trade and investment through public-private partnerships.

COMPONENT 1 – ISSUE IDENTIFICATION AND PRIORTIZATION

The first step in the strategic approach to policy advocacy is to determine which issues your organization will target. Commercial organizations face three primary challenges when determining priority issues. First, many organizations believe they already know what the priority issues are without engaging their membership. As explained in Section II above, most organizations in the North Africa rely upon informal conversations, member “drop-in” visits and internal discussions when considering which factors are most problematic for private sector growth. While personal interviews are one important tool for membership outreach, interviews may skew the policy conversation away from what the majority of BDO members are concerned with. Basically, one powerful member may be able to influence how BDOs prioritize their advocacy efforts at the expense of other member concerns. In order to balance information gleaned from personal conversations, BDOs should institute a membership survey regarding which issues most need representation.

The membership survey process involves more than administering a questionnaire. Effective polling of membership involves the careful design of the survey instrument (the questions) so that responses are as objective as possible. For example, questions should not be leading or suggestive. A question such as “Tax rates in Algeria are too high, yes or no?” leads the survey participant to a pre-established conclusion. Also, by offering only a simple “yes” or “no” response choice prevents a participant from providing more-complete, nuanced information. Questions that include multiple choices and offer the opportunity for the participant to “write in” responses helps your organization gain more complete and balanced information. Further, the subject matter of the questions themselves needs to vary and to cover the most complete range of possible advocacy issues as possible. For example, questions regarding the demand for “positive promotion” by engaging public entities in a constructive manner should be included. The next challenge in membership surveys is to design a questionnaire that will likely be completed by participants. A 20-page questionnaire is much less likely to be completed than a succinct survey instrument. The challenge really becomes how to achieve a balance between comprehensiveness and succinctness (how to gather as much information as possible without producing “survey fatigue”).



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An additional consideration is how to deliver/administer the survey. Approaches to survey delivery can range from passive to active data collection activities. Examples of passive survey delivery would include faxing a survey to members with little or no follow-up or emailing a document-based survey to membership with a request that participants complete the survey and send back the information. Instead of issuing document-based surveys, another approach would be to utilize online survey tools such as Survey Monkey, so that survey participation becomes more interactive. Even implementing online surveys, however, is still too passive for a region not yet accustomed to frequent and rapid information exchange. The most active, and therefore effective, means of survey administration is to assign your staff to meet directly with participants and to task them with jointly filling out the questionnaire. The main challenge with direct administration, however, is that it is resource intensive. We know that most commercial organizations in the region have limited staff and budget, so the direct administration of surveys may not ultimately be realistic. One approach would be to use a combination of online surveys and direct administration, with direct administration targeting key sectors or stakeholders.

An additional information gathering technique is the use of focus groups. Focus groups are carefully orchestrated research sessions where a small group of target participants are able to comment on specific issues and approaches to policy advocacy. Focus groups involve more than informal conversations among interested parties and need to be carefully organized so that information gathered is as useful and actionable as possible. For example, open-ended sessions can lead to general and emotive information, with a high-likelihood that one or two participants can dominate the conversation. If one or two participants dominate the conversation, lessons learned and information gathered will be skewed in one direction away from the mean of group concerns and, more importantly, leave other participants feeling excluded from the dialogue. A strong facilitator who is able to balance input from all participants is needed. Facilitators need to have excellent command of the subject matter being discussed, should be seen as an impartial mediator by participants, and need to possess strong leadership skills to achieve balance and keep the conversation on topic. It is also important to strategically organize members into logical groupings to better focus the conversation. For example, members can be grouped by sector, by region, by the size of their enterprise and more. Also, at least one general group should be organized so that cross-fertilization through a broad-exchange of ideas is realized. Carefully designing target groups is important to gather the most useful information possible.



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The major challenge with using focus groups to identify and prioritize policy advocacy issues is that they are expensive to produce. If done correctly, focus groups should be held in specially designed chambers that have an observation room (using a two-way mirror to hide the observers), specialty audio and video equipment and transcription services. In lieu of such specialty chambers, a simple conference room may suffice, but significant costs still exist. Transcription services, lunch, participant per Diem, cost of the facilitator, cost of material production are all potential expenses that require consideration.

Figure II-1 below summarizes the three primary information gathering techniques. The matrix includes a description of each technique, which audience type is most appropriate per technique, and the advantages and disadvantages of each approach, including cost considerations. Note that strategic information gathering is a cross-cutting theme that influences other components of your advocacy strategy. For example, the three techniques described are also useful in determining the interest and influence of key issue stakeholders. Similarly, as part of your monitoring and evaluation efforts, information collection is critical.

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Figure II.1: Cost-benefit of Alternative Survey Administration Techniques³

INFORMATION GATHERING METHOD	DESCRIPTION	ADVANTAGES	IDEAL AUDIENCE	OTHER CONSIDERATIONS
Interviews	Effective when consulting with high-level stakeholders and opinion leaders.	Provide more in-depth exchange and detailed information.	High-level stakeholders.	Low cost.
	Valuable for data gathering and consultation.	Can permit more candid feedback.	Government officials or stakeholders.	Time-consuming to conduct.
	Allow for greater candor.	Optimal personal engagement and participation.	Influential stakeholders who oppose reform.	Limited reach.
	Enable information gathering on the position of other stakeholders.	Can be used to evaluate potential partners.	Those with input into project design.	Represents individual views.
Focus Groups	Small group discussions guided by a trained facilitator.	Allow deeper probing of specific impediments and business issues.	Businesses, BDOs, Civil Society.	Expensive. Cost of venue, transcription, facilitator.
	Enable learning about opinions and concerns regarding a specific policy change.	Provide more immediate feedback on stakeholder opinions.	Narrow groups for focus.	Facilitator must be knowledgeable in policy change issues.
	Center on a specific topic.	May inspire stakeholder involvement.	Expanded and differentiated groups for robustness.	Risk that one voice or facilitator will dominate the conversation.
	Use of facilitator maintains discussion focus and equal expression of participants.	May help build stakeholder relationships.		
Surveys	Can be administered verbally, in writing, in person, by phone and by internet.	Produce reliable and statistically valid results that are persuasive with political groups.	Large and dispersed groups such as BDO members and SMEs.	Labor intensive and potentially expensive to get valid results.
	Require little time from participants, but questionnaire development critical.	Provide more detailed data.	Formal organizations, both public and private.	Advanced planning, survey design, instrument testing.
	Best suited to large groups and cross-sections of stakeholders.	Can provide relative anonymity, which can lead to more candid feedback.	Target groups such as adversarial and neutral stakeholders.	Requires reliable distribution mechanisms, which can increase cost.
	Important to gather quantitative data.	Limit options for responses.		

³ Adapted from “Strategic Communications for Business Environment Reforms”, IFC, October 2007.



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Once information collection is complete, commercial organizations face another challenge. How to prioritize issues given limited financial and human resources. What most organizations will discover through the information gathering process is that member firms will nominate an extensive advocacy-issue list. The topics for advocacy will be numerous and wide-ranging. We have adapted a tool from the IFC that helps organizations prioritize which issues they should initially target⁴. Exhibit I-1 in the technical appendix provides a framework for identifying issues to be addressed, which sector the issue primarily affects, who the key stakeholders are and most importantly includes a scoring of how urgent the issue is and what is the probability for reform success. We added a ranking of reform-success probability to help BDOs balance advocacy efforts between what is needed and what is realistically achievable given limited advocacy resources.

While certainly not exhaustive, Figure II.2 below lists issues typically addressed by BDOs for advocacy.

Figure II.2: Issues Most Commonly Addressed through BDO Public Advocacy⁵

ISSUE CATEGORY	POLICY RELEVANCE
Investment Policy	Transparency, property rights and non-discrimination underpin efforts to create a sound investment environment.
Investment Promotion	Incentives to attract foreign and domestic investment, especially if targeting market failures or bottlenecks and if designed to promote a country's investment attributes.
Trade Policy	Policies designed to increase economies of scale and to link domestic firms to global supply chains, to boost productivity and rates of return on investment.
Competition Policy	Do the rules of the game promote innovation and fair competition? Patent laws and anti-trust (monopoly) policies to ensure a competitive business environment.
Tax Policy	Does the tax structure create a reasonable level of private sector tax burden and are tax policies administered fairly?
Corporate Governance	Policies promoting sound corporate governance attract investment and reduce the

⁴ Adapted from "Strategic Communications for Business Environment Reforms", IFC, October 2007.

⁵ Adapted from the OECD "Policy Framework for Investment".

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	cost of capital.
Polices for Responsible Business Conduct	Public mechanism to encourage responsible business conduct? Are policies overly burdensome?
Human Resource Development	What policies exist to develop human capital, to target women, youth and rural unemployment?
Infrastructure and Financial Sector Dev.	Ensure scarce infrastructure resources are channeled to their highest and best use. Financial sector oversight and development to increase access to capital.
Public Governance	Regulatory quality and public sector integrity are critical to private sector growth. Registration policies, revenue collection, construction fees, etc.

Not only will membership outreach provide valuable information, it is critical to building a more accessible and transparent organization. With membership survey information, BDO leadership can demonstrate that issues chosen for advocacy do not just represent organizational elites, but that advocacy is based upon membership demand. Figure II.3 provides an example of how to use the Identification and Prioritization Tool.

Figure II.3: BDO/Country-Specific Advocacy Identification and Prioritization Tool⁶

NO.	ISSUE/REFORM	ECONOMIC SECTOR	KEY STAKEHOLDERS	IMPORTANCE/ URGENCY (Scale 1 to 5)	PROBABILITY OF SUCCESS (Scale 1 to 5)	WEIGHTED IMPORTANCE
1	Lower import tariffs on intermediate goods.	Ready Made Garment Industry	Ministry of Finance, Department of Customs, Textile Producers, Apparel Manufacturers	4	4	8
2	Stricter Corruption Penalties	All	All Public Entities, Private Sector, Civil Society	5	2	7
3	Repeal of Deposit-backed Letters of Credit	Export-oriented Sectors	Private Sector, Ministry of Commerce, Ministry of Finance, Customs	3	3	6

⁶ Adapted from “Strategic Communications for Business Environment Reforms”, IFC, October 2007.



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TRAINING NOTES

Component I should be broken down into two training modules. Module 1 should be organized as a stand-alone, two-to-three hour “discovery” session wherein BDO representatives can discuss recent and planned advocacy activities. The trainer should guide the discussion to focus on the following:

- Objectives of Previous/Planned Advocacy Activities
- Success or Failure of Activities Conducted
- Lessons Learned/Areas for Improvement

In order to focus the discussion, a brief introduction of strategic policy advocacy should be delivered prior to an open discussion. See Appendix I for suggested presentation materials for Module 1. Information from the discovery session should be used to customize subsequent workshop modules, which explore additional Strategic Policy Advocacy components in greater detail.

The second Component 1 training session should explore various approaches outlined above to help BDOs identify those issues their members care most about. As explained in the Introduction, workshops should be limited to 10 -12 participants representing no more than four BDOs. BDOs in each workshop should have similar levels of service delivery sophistication.

Exercise 1

Instruct BDOs to list what techniques they currently employ to identify those advocacy issues most important to their membership. Also encourage BDOs to think about what other approaches may be employed to formally evaluate the most pertinent advocacy issues for their members. Each BDO should assign a scribe and a spokesperson to present findings to the full workshop. Allow 10 minutes for group discussion and 10 minutes for workshop presentations. Encourage BDOs to seriously consider membership surveys and focus groups to deepen their information gathering activities.



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Exercise 2

Instruct each participating BDOs to use either hard copy or electronic versions of Appendix I-1 (see example in Figure II.3 above) to identify the top 10 policy advocacy issues respective membership groups care about. Each BDO should assign a scribe and a spokesperson to present the findings from their organization to the wider workshop group. Allow for 30 minutes to complete this exercise, with 15 minutes for group discussions and 15 minutes for workshop presentations. The trainer should comment on specific issues that are either especially appropriate for advocacy or especially inappropriate, per the guidelines above. For example, if a BDO believes that their membership prefers advocacy efforts to focus on a new corporate tax policy of 0%, the trainer should refer to Exhibit I-1 to highlight that while membership may prefer to pay zero taxes, the recommended policy change is not likely to be successful given fiscal realities facing the subject country. A more realistic tax advocacy issue could be, for example, a reduction on import tariffs charged to imported intermediate goods. This policy change would clearly have a positive impact on manufacturers using imported intermediate materials in their manufacturing processes and may have a significant probability for success.

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COMPONENT II: STAKEHOLDER ANALYSIS AND INTEREST/INFLUENCE MAPPING

Once your organization has determined which issue or issues it will target for advocacy, the next step in the process is to identify and analyze key stakeholders who will influence the outcome of an advocacy campaign. Identifying which actors have an interest and an ability to support or detract from advocacy goals will help your organization choose which method of engagement is most appropriate and how to most efficiently allocate scarce resources. A stakeholder is an individual who has an interest in policy change (positive or negative) and holds a position of influence that can determine the outcome of policy advocacy efforts. Stakeholders, defined as individuals, are almost always part of a larger sub-group and meta-group. Stakeholders can be private firms, government officials at local, provincial and national levels, business development organizations, civil society organizations, and even the public at large.

Figure II.4: Common Stakeholders in Policy Advocacy Campaigns⁷

PRIVATE SECTOR	PUBLIC SECTOR	CIVIL SOCIETY	INTERNATIONAL COMMUNITY
Small and Medium Enterprises	President's Office (Executive)	National and Local NGOs	International NGOs
Large Corporations	National and Local Public Institutions	Trade Unions	Multilateral Development Partners (IFC, OECD, AfDB)
Financial Institutions	Ministers and Advisors	Academia	Foreign Governments
Business Development Organizations (Chambers of Commerce, Business Associations)	Investment Promotion or Economic Competitiveness Councils and Commissions	National, Local and International Media	
Professional Organizations	Parliament	Citizen Advocacy Groups	
Individual Business Leaders	Political Parties	General Population	
Local and Foreign Investors	Civil Servants		

⁷ Adapted from "Strategic Communications for Business Environment Reforms", IFC, October 2007. Also included as Exhibit I-2C in the Technical Appendix.



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In order to effectively organize advocacy activities for a specific issue, it is important to identify who has an interest in the policy change under consideration. Figure II-2 above provides a guide for which information gathering tool is most effective for a given audience. For example, in determining whether a specific ministry is for or against a policy change, a high-level (e.g. led by the President of a Chamber of Commerce) one-on-one interview with the Minister or his designee likely provides a more candid representation of the Minister's position. For more diffuse groups such as the general population or civil society groups, surveys are more effective.

The objective of information gathering and analysis is to accurately determine exactly who has interest in policy change, whether they support a policy change or not, and what degree of influence they may have. With only limited resources, your organization is better suited to target groups or individuals that are neutral or wavering on an issue. Spending money on activities to marshal support from those already supportive of your policy change is not an efficient use of resources. Figure II.5 below is a framework to organize stakeholder interest and influence by group.

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Figure II.5: Stakeholder Interest and Influence Matrix⁸

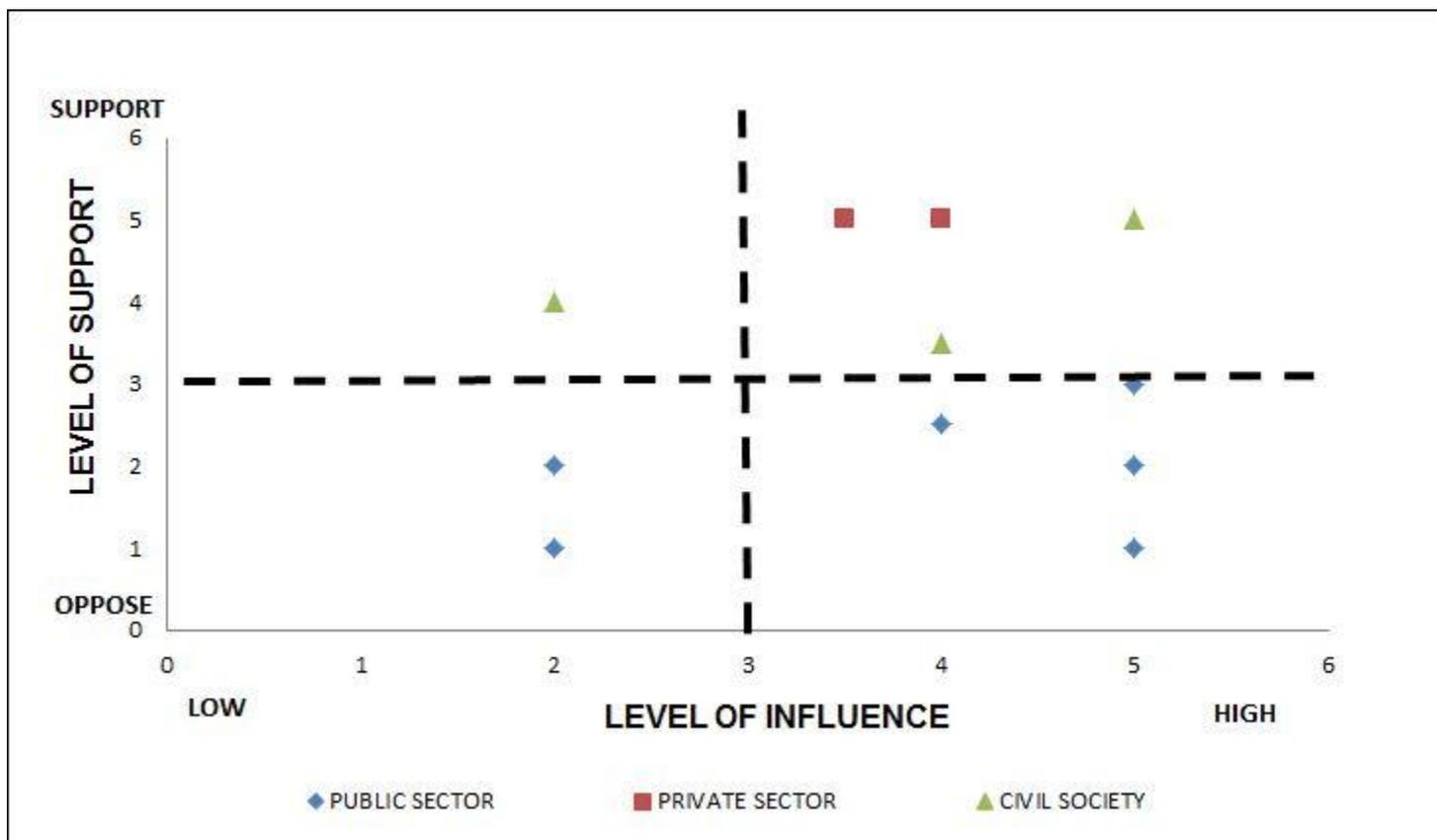
	STAKEHOLDER GROUP	STAKEHOLDER SUB-GROUP	INTERESTS AT STAKE	LEVEL OF SUPPORT (Scale 1 to 5)	LEVEL OF INFLUENCE (Scale 1 to 5)
PUBLIC SECTOR					
1	Ministry of Commerce	Minister	Overseas customs operations; potential loss of revenue.	2	5
2	Ministry of Commerce	Customs Officials	Reduced relevance, potential loss of employment.	2	2
3	Ministry of Finance	Minister	Potential loss of revenue, at least initially.	1	5
4	Ministry of Finance	Tariff Collection Staff	Reduced relevance, loss of employment.	1	2
5	Legislature	Members of Parliament	Concerned about revenue collection and constituent interests.	2.5	4
6	Office of the President	President	Concerned about revenue collection, public opinion.	3	5
PRIVATE SECTOR					
8	Private Enterprise	ABC Garment Group	Reducing workforce due to high cost of imported textiles for final manufacturing.	5	4
9	Private Enterprise	Eastern Textile Company	Reduced sales due to high cost of imported textiles.	5	3.5
CIVIL SOCIETY					
12	BDOs	Chamber of Commerce	Represents private sector interests hurt by current policy.	5	5
13	BDOs	Association of Ready-Made Garment Manufacturers	Represents private sector interests hurt by current policy.	4	2
14	Other Civil Society	Organization for Fair Tax Policy	Concerned with fair, modern tax policies.	3.5	4

The above matrix essentially becomes your target list for advocacy activities. Specific activities, described in Component III below, should strategically target each group and/or sub-group of stakeholders to positively influence their position towards an advocacy issue. The values in the last two columns directly feed into an Ally or Adversary Map, shown in Figure II.6 below.

⁸ Ibid. Also included as Exhibit I-2A in the Technical Appendix.

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Figure II.6: Stakeholder Interest and Influence Map⁹



⁹ Ibid. Also included as Exhibit I-2B in the Technical Appendix.



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TRAINING NOTES

One training challenge is to facilitate BDO discussions and comments away from overly broad or general comments about problematic public policies towards concrete discussions about what policy issues should first be targeted and what specific actions and activities need to take place to increase the likelihood of policy reform. The strategic approach described in Component II is an important step in helping BDOs think about advocacy in specific, actionable terms. During the exercise proscribed below, it is important for the trainer and program staff to actively engage workshop participants during group discussions to make sure that the tools are being used correctly and that the goal of identifying realistic advocacy activities is being achieved.

Exercise 3

For the highest-ranked advocacy issue from Exercise 2 for *each* BDO (it is ok to discuss three or four different policy advocacy issues, as long as each BDO is focused on their top advocacy priority), instruct participants to:

- List key stakeholders having an interest in and influence over the selected advocacy issue. Stakeholders from the public sector (the President's Office, a Member of Parliament, a Minister or Ministry Officials, Agency Bureaucrats, and officials from provincial and municipal governments).
- Using the Interest and Influence Tool (third column from the right), rank the Level of Interest in the selected advocacy issue for each stakeholder from 1 (low) to 5 (high). It is important for the trainer to emphasize that interest in an issue does not necessarily mean influence, nor does influence (political power) equate to interest in a topic. For example, the Minister of Commerce may have tremendous influence over whether import duties are reduced for intermediate goods, but he/she may initially have no interest in the policy change being considered. While this may change over time as BDOs and other stakeholders engage effective advocacy campaigns, this hypothetical low-level interest in the policy change in question is important to quantify and map.
- Using the Interest and Influence Tool (second column from the right) rank the Level of Influence regarding the selected advocacy issue for each stakeholder from 1 (low) to 5 (high). A small, rural handicraft association, for example, may have tremendous interest in a national handicraft promotion policy, but likely has little real power to bring about policy change by

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itself. In this situation, such a commercial organization will need to establish allies from various sectors and stakeholder groups to successfully advocate for policy change.

- Using flip chart paper, instruct each BDO to sketch an initial Interest and Influence Map.
- Ask each BDO to present their work to the full workshop.

This exercise should take 40 minutes (20 minutes for group discussion and 20 minutes for group presentations).

COMPONENT III – DEFINING YOUR ADVOCACY ENGAGEMENT STRATEGY

Now that your organization has identified the most pressing issues for advocacy and has mapped the interest and influence of key stakeholders, the next step in the strategic advocacy process is to select which activities your organization will sponsor and where opportunities to cooperate with other commercial organizations may exist. From the Section III Regional Comparative Analysis, we learned that commercial organizations in North Africa rely primarily upon personal meetings and secondarily upon policy briefs to engage stakeholders during advocacy. While each approach is important in and of itself, a more robust use of the full range of engagement options will increase the likelihood for policy change success. Figure II.7 below outlines alternative advocacy engagement options, including cost considerations.

Figure II.7: Engagement/Activity Alternatives¹⁰

ENGAGEMENT/ACTIVITY	PURPOSE	TARGET AUDIENCE	COST CONSIDERATIONS
EVENTS			
Expert Panels/Briefings	Useful in presenting academic reviews or international experience regarding policy issue. Should include invitations to the press for	Primarily Public Sector (Policy Makers, Administrative Bureaucrats), Other BDOs, Some Businesses	Cost of the event is relatively low, but if the BDO has to fund the expert for the policy brief, can be expensive.

¹⁰ Ibid. Also included as Exhibit I-3A in the Technical Appendix.



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	greater impact.		
Workshops and Conferences	Effective for in-depth exploration or education about specific policy issues. Most widely used with cross-functional groups in public AND private sectors.	Public Sector, Private Sector, Mid-Level Government Employees	Low-to-medium cost. Venue cost, facilities, travel, food, briefing package.
Cultural/Community Events	Can be used to local ownership of reform or policy issue being considered. "Soft" approach to engage civil society and public at large. Helps build trust and to increase positive tone of reform message.	Local Communities, Civil Society, General Public, Local Businesses	Varies. Can be accomplished with relatively low cost.
TECHNICAL/INFORMATION OUTREACH			
Policy Position Papers, Technical Briefs	Communicates analyses of proposed policy changes, reform requirements, needs, deficiencies. Important vehicle to translate data and evidence in support of policy change.	Policy Makers, Administrative Bureaucrats, Government Agencies, Donors	Medium cost level. Cost to commission research, field work, publication costs. Partnerships with universities, CSOs and other BDOs important.
Fact Sheets	One page issue summaries are efficient means to communicate key goals of policy change, supporting evidence and to ask for target audience behavior change.	Policy Makers, Government Agencies/Officials, Businesses	Low cost if supporting evidence. Nice add-on to position papers.
Brochures	In-depth information source to educate stakeholders on specific administrative,	SMEs, Importers/Exporters, General Private Sector, BDOs	Low cost. Cost of design, printing and dissemination.



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	legislative or regulatory changes. Typically post-policy change.		
Newsletters	Effective for continuous, real-time communication of the policy change process over an extended period of time. Effective way to build policy change momentum and to announce advocacy events.	Allied or Neutral Stakeholders, Businesses, BDOs, CSOs	Low cost. Cost of design, printing and dissemination.
Email Campaigns/Blogs	Innovative medium to distribute technical information to a broad audience. Consistent with prevalent use of Facebook and social media in the region.	Other BDOs, SMEs, CSOs, media, and to a lesser degree government officials.	Low Cost.
Newspaper Inserts	Effective for highlighting certain policy change issues, such as simplifying municipal procedures.	Municipal Officials, Policy Makers, Businesses, BDOs	Low to Medium. Cost of print advertising.
TOURS			
Study Tours	Effective for demonstrating best practices in support of policy change. The purpose must be explicit to be effective. Typically international but can be domestic.	Government Officials, Policy Makers, BDOs, Other Neutral Stakeholders	Medium. Travel costs, facilities, coordination and reception costs.
Open Houses	Useful for governments to showcase and discuss new procedures or facilities to	Media, Broader Community, Private Sector	Low Cost. Hospitality and printed materials costs.



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	media and broader community. May also be useful to BDOs wanting to promote new services (e.g. trade desk).		
MASS MEDIA			
Print (News, feature stories, op-eds)	Print media tends to have more credibility than direct advertising or other types of outreach. Important to engage editors regarding policy change issues through Op-Ed pieces.	Broad Audience	Low to Medium. Cost of media briefings and one-on-one interviews. Cost increases if a journalist is engaged to write articles.
Press Release	Useful for announcing newsworthy events and accomplishments. Helps increase public awareness through increased media coverage.	General Public, Businesses, Government Officials, Other BDOs, Civil Society	Low Cost.
News Conference/Media Briefings	Effective for educating journalists on more complex business issues.	Media, General Public, Private Sector, Government Officials	Low to Medium Cost. Cost of venue, press release/promotion, and media briefing packets.
Television Programming	Stronger impact for experts to deliver facts regarding policy issue. News programming, public access programming.	Broad Audience	Very Expensive. Advertising per Minute, Production Costs and more.
Advertising (print, TV, outdoor, radio)	Effective for announcing reform initiatives to a wider public. Important for consensus building and	Broad Audience	Very Expensive. Advertising and design costs.

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	influencing neutral stakeholders.		
Radio Programming	Radio advertising reaches a wide audience. Most effective programming is talk shows, business programs, radio news coverage.	Broad Audience	Medium to High. If spokespeople are invited to business programs, costs are minimized. If advertising is paid for, cost is high.

Of course, if each commercial organization had an infinite advocacy budget at its disposal, the full range of advocacy activities could be deployed in support of a policy change. Given that commercial organizations do face limited resources, the primary challenge in designing an overall organizational-level advocacy strategy is to utilize the most cost-effective combination of activities. It is not surprising that most BDOs in North Africa utilize personal outreach more often than other engagement options, as it is clearly the lowest cost approach to advocacy. It is, however, the lowest intensity approach and is not likely to be effective especially if deployed in a vacuum (if deployed singularly, in absence of a multi-engagement approach). One mechanism to select which combination of activities is the most cost-effective is to input different engagements into a cost-benefit matrix. Figure II.8 below is an example of such a matrix.

Figure II.8: Engagement/Activity Selection and Prioritization

	STAKEHOLDER GROUP	STRATEGIC OBJECTIVE (BEHAVIOR CHANGE)	ENGAGEMENT ACTIVITY	ESTIMATED COST	EASE OF EXECUTION	BDO CAPACITY	PRIORITY
				10 = Low Cos	10 = Easy	10 = Expertise	
1	Public Sector (MoF, MoC)	Gain support of MoF/MoC staff for lower import tariffs.	Expert Discussion Panel	7	5	5	5.7
2	Private Sector	Solidify support from private sector allies.	Informational brochure explaining the benefits of the proposed policy change.	5	5	5	5.0
3	Public Sector (MoF, MoC)	Gain support of MoF/MoC staff for lower import tariffs.	Policy Position Paper	3	4	3	3.3



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It is important to note that ROCCD added a ranking system to help BDOs prioritize which activities to pursue first and which activities to abandon altogether. The estimated cost column is obvious. How much will the activity under consideration cost your organization? The second ranking should be used to evaluate how difficult an activity will be to execute. For example, a face-to-face meeting with the Minister of Commerce may be very low cost, but may be difficult to achieve (and thus would receive a low value). Lastly, commercial organizations should determine to what degree they have in-house expertise. Is staff capable of designing and implementing the planned activity? Finally, all three criteria are averaged to establish a priority ranking. By using the above prioritization tool, organizations should be able to determine the optimal approach to promoting policy change.

TRAINING NOTES

Most workshop participants will enthusiastically list numerous policy changes they wish to advocate on behalf of their membership. After presenting various activities that BDOs may engage in during advocacy campaigns, the trainer will likely be presented with a long list of activities that each BDO would like to engage in. Without dampening participant enthusiasm, the trainer should encourage BDOs to narrow the focus of their planned advocacy campaigns to match both staff capabilities, but more importantly, budget realities.

Exercise 4

Instruct each BDO to list which activities would be most effective for the issue identified in Component I and to target stakeholders identified in Component II. BDO staff should also evaluate the ability of their current staff to execute the proposed activities and to estimate the cost of each activity proposed. After participants evaluate staff capabilities and consider activity cost implications, instruct participants to select a smaller number of activities for the advocacy issue under consideration. Each BDO should present their findings to the wider workshop audience. This exercise should take 30 minutes, with 15 minutes for group discussion and 15 minutes for group presentations.

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Figure II.9b: Annual Action Plan Example for One Engagement

ENGAGEMENT/ ACTIVITY	TARGET STAKEHOLDERS	TASKS	TASK LEAD	Q1			Q2			Q3			Q4		
				M1	M2	M3									
Policy Paper in Favor of Import Tariff Reduction	Ministry of Commerce	Identify partner organization, author(s), budget needed for policy analysis.	Mr. Aslami												
Policy Paper in Favor of Import Tariff Reduction	Ministry of Commerce	Distribute to key Ministry Officials	Mr. Aslami												
Expert Panel Briefing	Ministry of Commerce	Organize hall, media, refreshments, invitations.	Mr. Aslami												

Establishing an action plan, with clear staff responsibilities, is only part of the strategic advocacy process. At this point, your organization has spent significant time and energy collecting information from members regarding priority policy issues, you have identified and mapped key stakeholders influencing the outcome of policy change and you have made hard decisions about which activities your organization will undertake. A critical piece to the strategic process is to establish a working budget for your advocacy activities. Often after the cost of a draft Annual Advocacy Strategy is established, organizations need to return to Component III of the process to refine the scope and activities to be undertaken in the future. Figure II.10 below is an example of the type of budget template useful in the strategic advocacy process.



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Figure II.10: Annual Advocacy Budget (By Issue and Activity, Per Quarter)

ISSUE	ENGAGEMENT/ ACTIVITY	Q1			Q2			Q3			Q4			TOTAL ANNUAL BUDGET
		M1	M2	M3	M1	M2	M3	M1	M2	M3	M1	M2	M3	
Multiple	Member Survey	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,000
Sector Development Council	Stakeholder Survey		\$2,500						\$2,500					\$5,000
Sector Development Council	Position Paper			\$5,000										\$5,000
Sector Development Council	Expert Panel			\$7,500										\$7,500
Sector Development Council	News Conference			\$1,500										\$1,500
Sector Development Council	Press Release/Art.			\$250										\$250
Sector Development Council	Print Ads				\$500	\$500	\$500	\$500	\$500	\$500				\$3,000
Sector Development Council	Radio Ads						\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$5,250
Fabric Import Tariff Reduction	Stakeholder Survey			\$2,500						\$2,500				\$5,000
Fabric Import Tariff Reduction	Travel for Ind. Advoc.				\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$9,000
Fabric Import Tariff Reduction	Business Roundtable							\$5,000						\$5,000
Fabric Import Tariff Reduction	Brochures, Press Rel.							\$1,000	\$500	\$500	\$500			\$2,500
Fabric Import Tariff Reduction	Study Tour								\$7,500					\$7,500
Fabric Import Tariff Reduction	Print Advertising									\$500	\$500	\$500	\$500	\$2,000
Fabric Import Tariff Reduction	Radio Advertising									\$750	\$750	\$750	\$750	\$3,000
														\$0
TOTAL		\$1,000	\$3,500	\$17,750	\$2,500	\$2,500	\$3,250	\$9,250	\$13,750	\$7,500	\$4,500	\$4,000	\$4,000	\$73,500



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TRAINING NOTES

The most challenging aspect of the ROCCD Policy Advocacy Workshops is to encourage BDOs to draft realistic annual advocacy action plans. Most BDOs will initially be overly-ambitious as to the number and complexity of advocacy activities they can afford and execute. While remaining consistent with the core message that most North African BDOs need to increase the type of advocacy activities they undertake, the trainer should now help BDOs focus on the highest-priority, most cost-effective activities necessary to achieve priority policy change objectives. The following exercise is designed to help BDOs match advocacy ambitions with budget and staff realities.

Exercise 5

The drafting of a realistic annual action plan and budget is a detailed, complicated exercise. Exercise 5 is meant to be both illustrative and to build a foundation upon which a formal advocacy strategy can later be finalized and approved by necessary organizational authorities (with assistance from ROCCD staff). For the Policy Advocacy Workshop, instruct each participating BDO to:

- Discuss and determine what financial resources are available for future advocacy efforts over the next 12-month and 24-month period. The trainer should encourage participants to consider revenue-generating strategies that may increase advocacy budgets for future years (private sector sponsorship of expert panel briefings, events, position papers, partnership with universities and think tanks, etc.).
- Estimate costs of each of the planned activities from Exercise 4 (Component 3). How much would it cost to hire an “expert” to draft a policy position paper? What is the cost for a public panel discussion? Communications campaigns including radio, TV, email and newspaper promotion? The trainer should ask participants not to create a full action plan and budget at this stage of the exercise but to individually cost each activity previously identified.
- Create an annual action plan and related budget given advocacy ambitions (Components 1 – 3) and budget/staff realities.

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Figure II.10b: Monitoring and Evaluation Template - Example

ACTIVITY/ OUTPUT	INTENDED IMPACT	PROXY INDICATORS	Q1		Q2		Q3		Q4		METHOD OF EVALUATION	INTENDED POLICY CHANGE ACHIEVED?
			TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL		
Policy Position Paper	Gain support for reduction in import tariffs.	Paper produced and delivered?	1	0	1	1	1	0	1	0	Count, Survey of Targeted Stakeholders	Yes
Expert Panel Briefings	Gain support for reduction in import tariffs.	Support for Reduced Tariffs within Ministry of Finance Increased	0	0	2	1	1	1	0	0	Count, Survey of Targeted Stakeholders	Yes

TRAINING NOTES

Most business development organizations understand the principles of monitoring and evaluation, but like most organizations they are more likely to relegate monitoring and evaluation to an almost after thought that informally inquires as to service effectiveness through personal conversations and loosely organized interviews. As with any organization embarking on new program delivery, North African BDOs need to conceptualize what indicators could be measured to evaluate program success and to devote necessary resources (money and staff) to ensure that data collection and analysis will be adequately implemented. The below exercise is designed to help BDO staff “operationalize” measurable indicators from broad program goals. Clearly, the ultimate gauge of advocacy success is if in fact the policy change desired is realized. However, setting measurable interim goals are important for organizations to understand if their advocacy activities are beginning to change attitudes, attract allies and increase the probability of policy change success.

Exercise 6

Instruct BDO staff to translate policy advocacy goals into measureable indicators. For example, if a BDO is planning to hold expert panel briefings in support of reducing import tariffs, what indicators short of actual policy change might demonstrate that the activity is having the desired effect. How will the indicators be measured? What staff is necessary to gather data on indicators?



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What are the budget implications for gathering data on key indicators? Trainers should use the above tool as a guide to BDO staff members. The primary objective of the exercise is to help BDO staff brainstorm realistic, measurable indicators to measure the effectiveness of policy advocacy activities.



SECTION III: BASELINE ANALYSIS/ COUNTRY OVERVIEWS



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BACKGROUND AND APPROACH

Given the recent and ongoing wave of political change in North Africa, commercial organizations have a unique opportunity to influence the dialogue between the private sector and evolving public entities. While policy advocacy is not new to North African commercial organizations, the current environment affords a greater chance of pro-business policy change than any time in recent history. Our objective is to help partner BDOs seize this unique opportunity by building upon solid, but still underdeveloped, advocacy efforts and strategies already in place. The tools and approaches introduced in Section III of the handbook are intended to augment current BDO efforts, and most importantly, to provide a strategic framework that is largely lacking in the region.

The purpose of this section is to provide a general overview of policy advocacy in ROCCD-target countries, to introduce a Regional Comparative Analysis (RCA) framework to identify where technical assistance may be of most value and to measure policy advocacy service development, and to highlight which factors are most problematic for private businesses in North Africa. The overview presented here reflects four primary approaches to information gathering including information ascertained through working group meetings, one-on-one conversations with business development organizations (BDOs) over the course of the ROCCD program, review of secondary sources, and information gathered through a quantitative policy advocacy survey conducted in August 2011. Although clearly much work needs to be done by commercial organizations to more fully develop policy advocacy services, our objective in this handbook is not to be hyper-critical but to identify where opportunities exist for improved advocacy and how ROCCD may be able to work with partner BDOs over time to address those opportunities. As described in the introduction, our approach to policy advocacy service development is iterative and interactive. The information and analysis expressed in this Section should be extended and revised as more information becomes known through continued working group meetings and further survey participation. This section serves as a starting point for the policy advocacy discussion and should be considered a living document that evolves as partner service delivery evolves.

REGIONAL COMPARATIVE ANALYSIS

We understand that no one single approach to policy advocacy is appropriate to all issues, countries or organizations. In order to better understand the unique business enabling environment facing each country-set of commercial organizations and to identify

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where policy advocacy services delivered by BDOs may be strengthened, we have created the below Regional Comparative Analysis. The top half of the analysis describes the recent competitiveness assessment conducted by the World Bank and the African Development Bank and is intended to provide context to subsequent policy advocacy discussions. While ROCCD-BDO partnerships certainly work to address many of the issues highlighted by the World Bank, concrete changes in competitive rankings take time and also involve variables extraneous to the ROCCD program. Because of this, we thought it would be useful to design a more dynamic and service-specific ranking of BDO advocacy activities by country. The rankings by advocacy component and activity are subjective but they reflect both what we have found through extensive field work and through self-reporting by BDOs through the ongoing Policy Advocacy Survey (a short online survey, see Technical Appendix III for the survey instrument). The rankings are intended to serve both as a baseline measure of current advocacy service delivery and to inform future ROCCD advocacy program efforts.

Figure III.1: ROCCD Regional Comparative Analysis (RCA) – Part I¹²

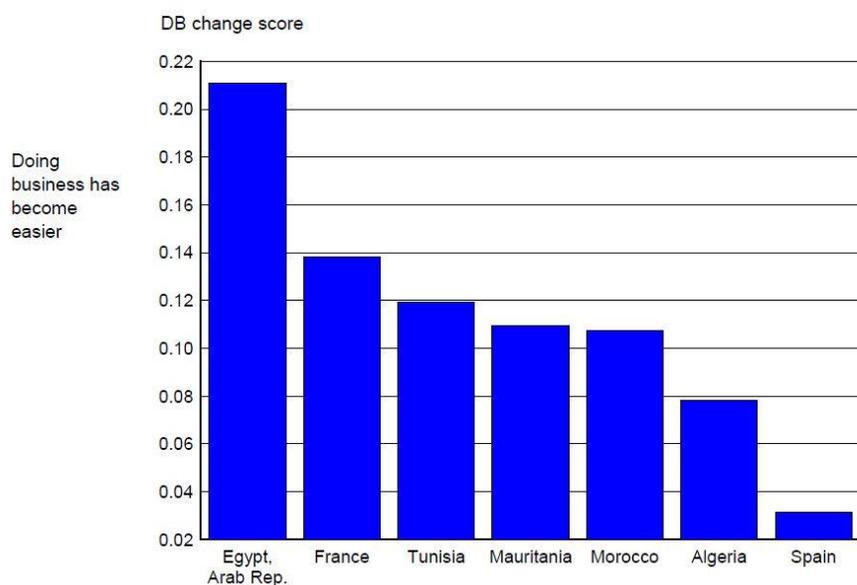
CATEGORY	ALGERIA		EGYPT		MOROCCO		TUNISIA	
	Rank	Score	Rank	Score	Rank	Score	Rank	Score
BUSINESS ENABLING ENVIRONMENT (Ranking out of 139 countries; Scoring on a scale of 1 to 7) 1/								
2011 GCI Ranking	86	4.0	81	4.0	75	4.1	32	4.7
Basic Requirements								
Institutions	98	3.5	57	4.0	66	3.9	23	5.2
Infrastructure	87	3.5	64	4.0	71	3.8	46	4.5
Macroeconomic Environment	57	4.8	129	3.4	31	5.2	38	5.1
Health and Primary Education	77	5.6	91	5.4	94	5.4	31	6.2
Efficiency Enhancers								
Higher Education and Training	98	3.6	97	3.6	102	3.5	30	4.9
Goods Market Efficiency	126	3.6	90	3.9	77	4.1	33	4.7
Labor Market Efficiency	123	3.7	133	3.4	130	3.5	79	4.3
Financial Market Development	135	2.8	82	4.0	74	4.1	58	4.3
Technological Readiness	106	3.0	87	3.3	75	3.5	55	3.9
Market Size	50	4.3	26	4.8	57	4	67	3.7
Innovation and Sophistication Factors								
Business Sophistication	108	3.3	63	4.0	78	3.7	42	4.3
Innovation	107	2.8	83	3.0	81	3.0	31	3.8

¹² *The Africa Competitiveness Report 2011*, June 2011, World Economic Forum, the World Bank and the African Development Bank.

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The Africa Competitiveness Report 2011 measures 112 business enabling environment indicators, grouped into the 12 “pillars” shown in Figure III.1 above, to create a Global Competitiveness Index score. Not surprisingly, Tunisia ranks close to best practice economies (GCI of 32 of 139 countries ranked) for its business enabling environment. Since the early 1990s, the Tunisian government has worked to reform legislation, infrastructure, education and government-supported development agencies to liberalize its economy and spur economic growth. One advantage that Tunisia has over other North African countries is that it’s relatively small size (both market and population) and fairly homogeneous population allows for more targeted and efficient economic governance. Algeria, Egypt and Morocco, on the other hand all rank comparatively poorly for their business enabling environment, albeit for different reasons. However, all North Africa countries achieved improved “Doing Business Change Scores” over the most recent five-year period. Egypt in fact, has been improving its enabling environment at a faster rate than its neighbors. Algeria, unfortunately ranks close to Spain on pace of economic reform, but it did achieve positive change over the last five years.

Figure III.2: Comparative Improvement of Business Enabling Environment¹³



¹³ 2011 *Doing Business Report – Tunisia*, the World Bank.



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Information available from the World Bank, International Finance Corporation, the African Development Bank and other transnational institutions are helpful to provide insight into the advocacy challenges facing BDOs in North Africa. However, as stated earlier, development indicators are by definition summary in nature and include a number of variables exogenous to the policy advocacy process. ROCCD has created a secondary rating system to be coupled with the GCI data in Figure III.1 to evaluate the frequency and quality of policy advocacy services BDOs currently deliver to member enterprises.

Figure III.3: ROCCD Regional Comparative Analysis (RCA) – Part II

	ALGERIA		EGYPT		MOROCCO		TUNISIA	
	Freq.	Quality	Freq.	Quality	Freq.	Quality	Freq.	Quality
CURRENT POLICY ADVOCACY EFFORTS (Score of 1 - 7)								
Formal Advocacy Strategy	2	2	3	3	2	2	3	3
BEE Membership Surveys	2	1	3	3	2	2	2	3
Policy Briefs	5	3	3	3	3	2	2	2
Expert Panels/Roundtables	2	3	3	3	3	2	3	3
Direct Lobbying (Face-to-Face Meetings)	5	4	3	3	4	3	5	3
Press Conferences	1	2	3	3	3	3	3	3
Email Campaigns/Internet Outreach	1	1	3	3	1	1	2	1
Editorial Pieces/Articles	3	2	3	3	2	3	2	3
Mass Media	1	3	3	3	2	2	3	3
Straight Average	2.44	2.33	3.00	3.00	2.44	2.22	2.78	2.67
Wtd. Average	2.55	2.15	3.00	3.00	2.35	2.15	2.60	2.75

ROCCD technical staff has ranked North African BDO policy advocacy service delivery according to several categories. The ranking scale is 1 – 7, with a 7 representing a flawless service delivery. The rankings are based upon detailed discussions with BDOs during various field activities from March to July 2011, review of secondary research on policy advocacy in the North Africa, and a detailed policy advocacy online survey conducted in August 2011. Based upon research findings, commercial organizations are currently underperforming on policy advocacy service delivery, with country-level scores ranging from 2.15 to 2.75 of 7 on service quality and from 2.35 to 2.6 on the frequency of advocacy activities. This initial assessment may seem overly-critical, but commercial



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organizations should keep in mind that most US business development organizations would probably rank between somewhere around 5 using this methodology. It is important for partners and ROCCD project staff to note that the scoring is weighted heavily towards the existence of a formal policy strategy (5:1 weight), whether BDOs survey their membership regarding business enabling environment issues (4:1), the frequency and quality of policy position papers and policy briefs (3:1), if BDOs sponsor expert panels/roundtables (2:1) and finally if editorial pieces are submitted for publication in news periodicals (2:1).

To put the relatively low advocacy service scores into perspective, however, three additional factors should be considered. First, many business development organizations are government-funded Chambers of Commerce and Public-private development agencies (e.g. CEPEX in Tunisia). Chambers of Commerce in Algeria, Morocco and Tunisia, were developed based upon the French model of business development organizations, where Chambers are largely appendages of the State. Although Chambers have recently been allowed to function with greater autonomy, it has only been in the last ten years or so that they have been allowed to charge for services. A number of Executive Directors interviews stated they have to actively balance the interests of their membership with the interests of the Ministry who pays their salary. The second consideration is that government receptiveness to policy input from the private sector is a relatively new phenomenon in North Africa. Although the recent wave of political change has increased this receptiveness further, BDOs and government official are just now developing and solidifying public-private dialogue. Third, commercial organizations execute some elements of advocacy extremely well. We have found that a significant number of BDOs produce and submit policy briefs on a regular basis to relevant ministries and legislative bodies. Many organizations are also effective in personal lobbying efforts that range from informal information exchange to more formal personal meetings to advocate both on specific issues and on behalf of a single member. The challenge for BDOs serious about policy advocacy is to more fully deploy a compliment of advocacy activities and to do so in a strategic way (see Introduction of Section III for more information). A number of organizations reported that once policy briefs are delivered, they never hear from the ministry/agency again. When asked what follow-up is conducted after policy brief delivery, the answer was almost universal that no deliberate follow-up is conducted.

Against this background, these initial rankings should be considered a starting point for policy advocacy service development. The primary purpose of the rankings is to identify what organizations are doing well and where they may be able to improve. The



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findings and conclusions of the RCA are best used to direct future programming efforts of ROCCD and to focus service development for BDOs.

ALGERIA COUNTRY OVERVIEW

Algerian business development organizations and Chambers of Commerce are actively engaged in policy advocacy services to member enterprises. Although initially ranked at 2.55 of 7 for service frequency and 2.15 for service quality in the ROCCD RCA Advocacy Service Index (ASI), Algerian BDOs have tremendous potential for quality advocacy services and are unrivaled in their enthusiasm for advocacy service development. The primary reason Algerian BDOs rank en masse low on the ROCCD ASI is that most organizations do not have a formal advocacy strategy. A formal strategy is important not to utilize donor-provided tools, but to employ a robust approach to advocacy and to prioritize the use of scarce financial and human resources. For example, a significant number of organizations report issuing policy briefs to various Ministries and government agencies, but with little or no follow-up and no response from the target audience. By better utilizing mass media and public roundtables, BDOs could potentially force officials to respond when they might not otherwise. Establishing panel discussions with representatives both from the private and public sector to discuss a specific issue could also improve government responsiveness.

A second reason why current Algerian advocacy efforts do not score higher is that the information they provide, whether in personal interviews or in policy briefs, tends to be general in nature without sufficient quantitative data and economic analysis. Cooperation with local universities is increasing, but the development of economic think tanks and a formalized relationship with university researchers could greatly increase the quality of briefs provided.

Further, most Algerian BDOs do not systematically survey their membership regarding high-priority advocacy issues. Advocacy issues are learned and prioritized through more informal one-on-one conversations with member enterprises. While personal interviews are important to gather candid feedback, as discussed in Section III below, they tend to lack robustness and can allow for a few powerful members to skew the advocacy agenda. Algerian organizations have responded enthusiastically, however, to the idea for formalizing their approach to policy advocacy and have demonstrated a tremendous cooperative spirit. Participants in working group meetings have clearly expressed their desire and willingness to engage in inter-organization cooperation.



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As part of our discovery process, the ROCCD team has conducted a country-by-country survey of policy advocacy services provided by commercial organizations. The rationale behind the survey was to not only gather quantitative data for regional comparison, but to provide a more confidential mechanism for self-reporting. It may be difficult for BDO staff to candidly describe their advocacy efforts in a group setting. The survey asks BDO leadership and staff to rank which factors most affect private sector growth, inquires if the organization has a formal advocacy strategy, including detailed sub questions about annual budgets, action plans, membership surveys, and monitoring and evaluation systems. The survey also measures the frequency of various types of advocacy activities, including the number of policy briefs issued over the past 12 months, the frequency of expert panels and/or policy roundtables, the use of op-ed pieces in news periodicals, if mass media is being utilized and more. A full version of the survey question is attached in Technical Appendix II. Before analyzing the results of the survey for Algeria, below is what the World Economic Forum, in partnership with the World Bank and the African Development Bank), reports as the most problematic factors facing private enterprises in Algeria based upon a survey of CEOs, entrepreneurs and business leaders.

Figure III.4: Most Problematic Factors for Doing Business in Algeria, According to the World Economic Forum

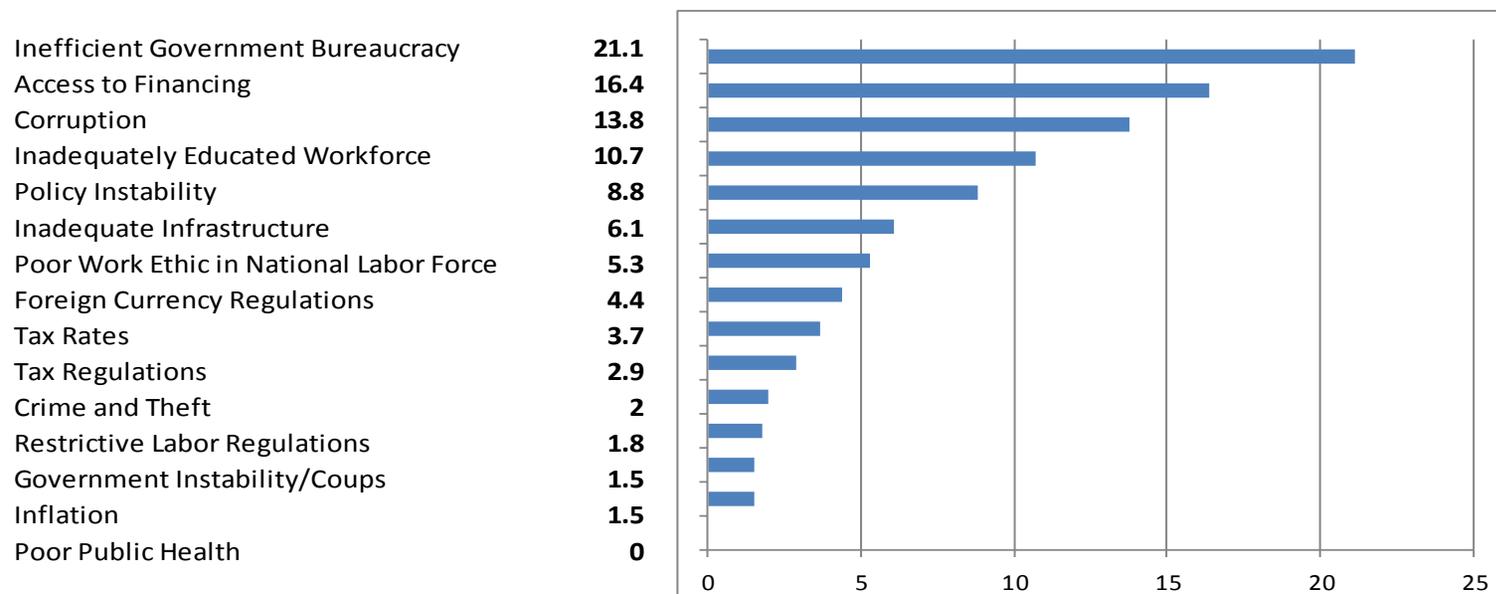
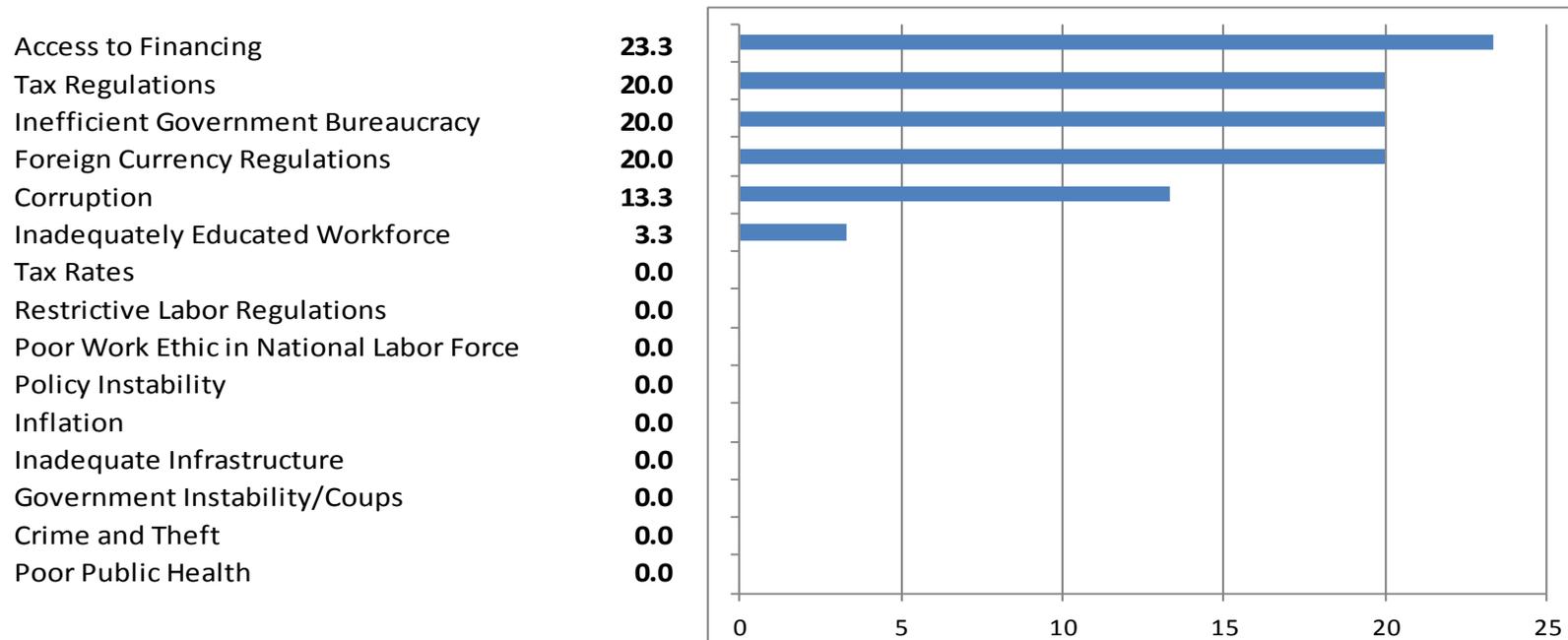




Figure III.5: Most Problematic Factors for Doing Business in Algeria, According to ROCCD BDO Survey

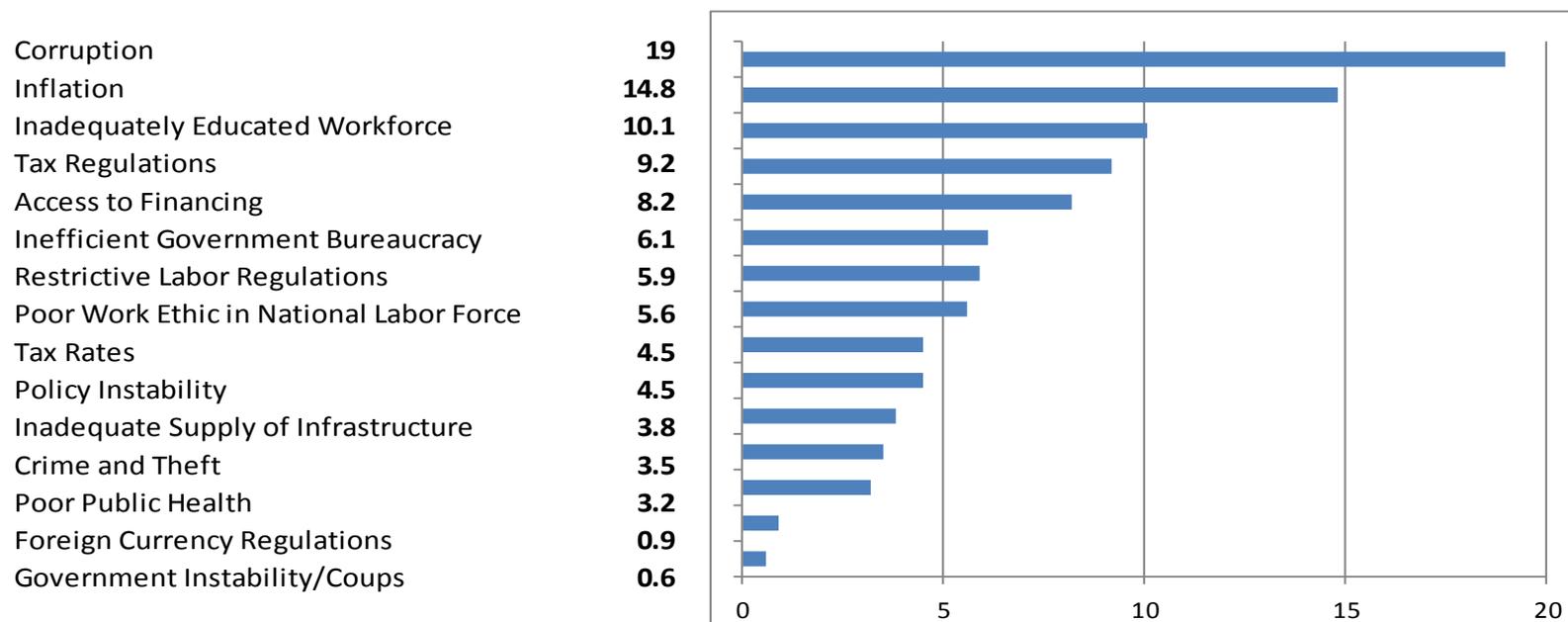


It is encouraging that the responses from commercial organization leadership mirror the firm-level survey by the WEF for which factors are most problematic for doing business. The top two issues for both survey groups are Access to Finance and Inefficient Government Bureaucracy. The firm-level survey ranks corruption as third whereas the ROCCD BDO survey ranks corruption as the fifth most problematic factor. Tax regulations and Foreign Currency Regulations rank higher for the BDO survey than the firm-level survey, but rankings are probably influenced by a smaller number of survey participants in the BDO survey.

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EGYPT COUNTRY OVERVIEW

Figure III.6: Most Problematic Factors for Doing Business in Algeria, According to World Economic Forum





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MOROCCO COUNTRY OVERVIEW

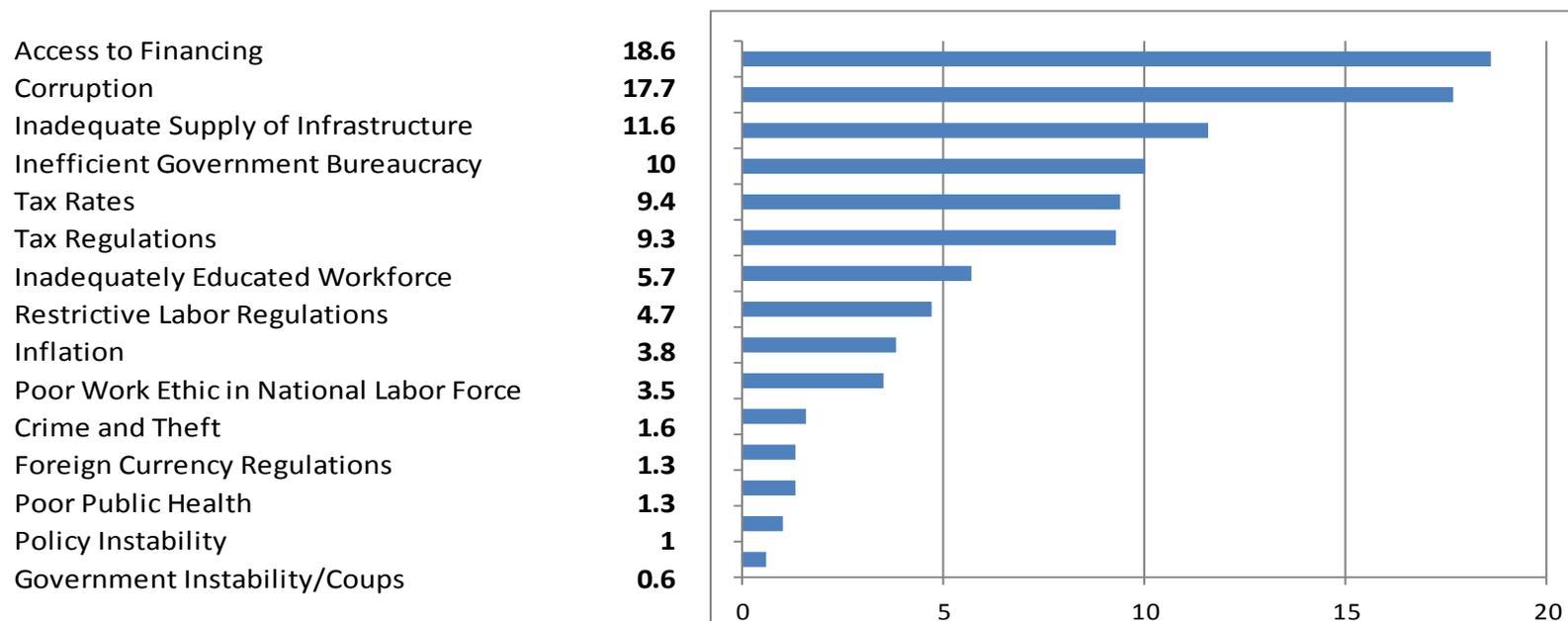
Moroccan business development organizations have only recently begun to engage in policy advocacy seriously. Most BDOs are still closely tied to the government, with the majority of organization funding coming from the 2% private enterprise tax. Both the CGEM and CoCI networks follow the French model of government-funded commercial organizations. However, Moroccan BDOs are still effective in representing private sector interests, although most of their services focus on trade promotion rather than policy advocacy. Not surprisingly, Moroccan commercial organizations rank towards the bottom of the ROCCD Advocacy Service Index (ASI) with a weighted frequency score for advocacy activities of 2.35 and a weighted service quality score of 2.15. Similar to Algerian BDOs, one reason for the relatively low rankings is due the reliance on one or two approaches to advocacy, instead of a strategic deployment of a robust array of advocacy activities. For example, single-member advocacy is prevalent in Morocco. If an important member of the organization is facing a problem with licensing or customs clearance, Moroccan BDOs are quite effective at one-on-one lobbying of relevant government officials to help solve the individual member's immediate problem. Client (member) service is certainly important, but "patronage-based" lobbying leads to an ad hoc and reactive advocacy program. Single-member advocacy is better addressed through legal advisory services described in the ROCCD Capital Access Services Development Guide.

The potential for advocacy service development by Moroccan commercial organizations is substantial, however. An impressive number of BDOs have expressed interest and enthusiasm for developing formal advocacy strategies. At least three factors currently encourage improved advocacy services. First and most important, the Kingdom of Morocco has engaged over the past few years in a deliberate and sustained program of economic liberalization. Although the business enabling environment (BEE) still ranks in the bottom half of the Global Competitiveness Index (see Figure II.1 above), improved economic regulations are reflected in Morocco's strong Macroeconomic Environment ranking (5.2 of 7). A few BEE indicators bring down Morocco's overall GCI ranking such as infrastructure, technological readiness and innovation. The second factor improving the private-public dialogue environment is the concerted effort by the Moroccan government to develop infrastructure critical to increased commerce and private sector growth. The Moroccan government has redoubled its efforts to improve critical infrastructure, particularly in the central and northern regions of the country. Tanger-Med, the 3.5 million container capacity port facility that opened in 2007 (Final Phase to open in 2014, for a total capacity of 8 million containers daily), is an excellent example of the Kingdom of Morocco's commitment to commerce-related infrastructure. According to BDO partners in northern Morocco, infrastructure improvement projects in the North is

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evidence that Rabat is more open to private sector concerns and that previous advocacy efforts calling for a greater share of public development resources has started to bear fruit. A third factor is the emergence of regional producer and enterprise associations that operate independent of government funding. Although these organizations have limited financial resources due to small membership bases capable of only modest membership fees, they are becoming important policy advocates. These organizations tend to be focused on specific sub-groups such as new entrepreneurs, woman-owned businesses and sector-based membership. The combination of a more business-friendly national government, the establishment of private-public dialogue mechanisms that appear to be providing a more equal share of government development resources and the emergence of small, non-government business associations provide a solid foundation for policy advocacy service development in Morocco.

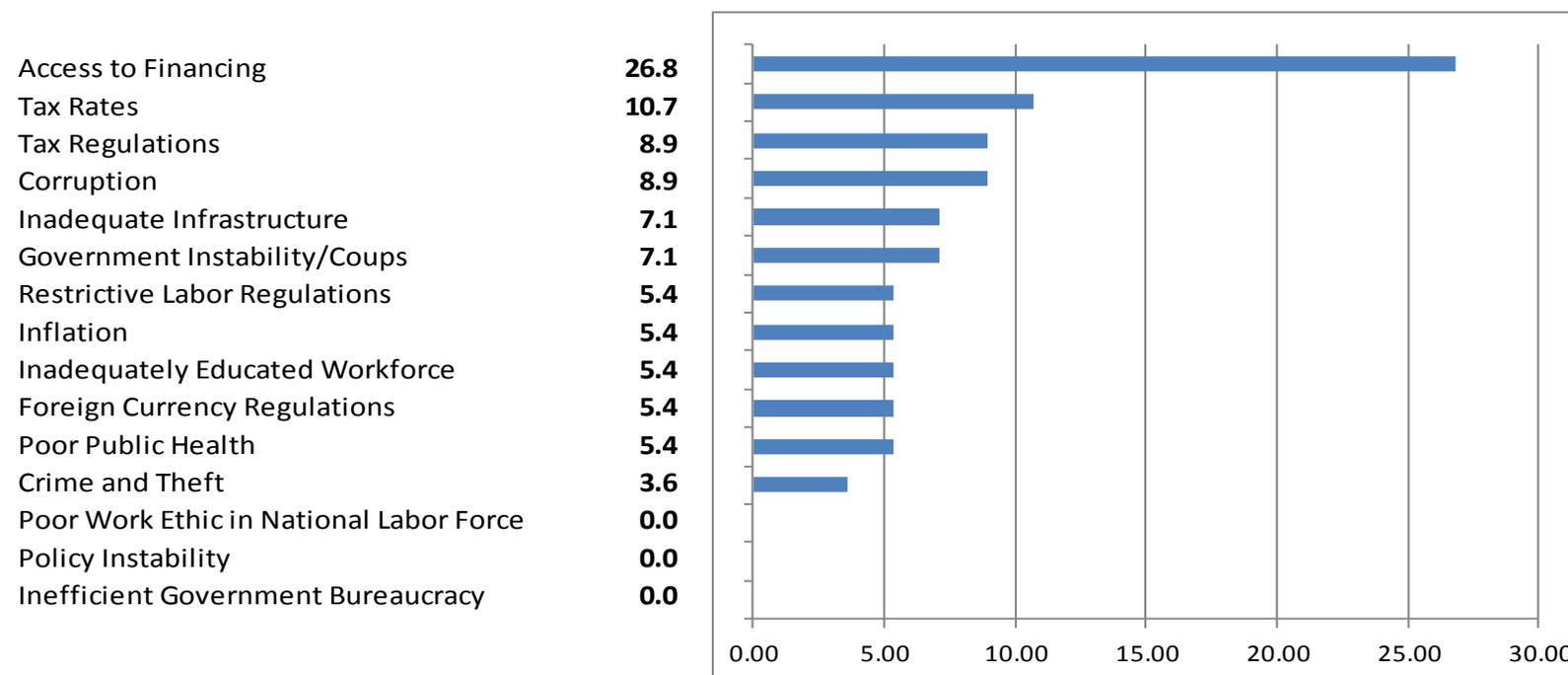
Figure III.7: Most Problematic Factors for Doing Business in Morocco, According to World Economic Forum



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Despite recent efforts to improve the business enabling environment, however, much work remains to be done. Both the World Economic Forum survey and the ROCCD BDO Survey highlight regulatory constraints such as problematic tax regulation and high tax rates and extra-regulatory issues such as corruption. It is interesting to note that the WEF enterprise survey lists inefficient government bureaucracy as a major impediment to private sector growth, but commercial organizations in the ROCCD did not select the issue at all. This could reinforce the contention that Moroccan BDOs are still closely tied to the government and perhaps are reluctant to directly criticize a government bureaucracy which they, in reality, partly comprise. The most important impediment to doing business in both surveys is the lack of access to finance. This should be a prime target for BDO policy advocacy and could be an excellent opportunity for “positive promotion” (see the Introduction to Section III) by commercial organizations whereby they enlist government support for positive action, information facilitation and perhaps private-public capital funds for growth finance.

Figure III.8: Most Problematic Factors for Doing Business in Morocco, According to ROCCD BDO Survey





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TUNISIA COUNTRY OVERVIEW

Policy advocacy in Tunisia is at an interesting cross-road. With the strongest business enabling environment in the region and a Global Competitiveness Index ranking of 32 of 139, Tunisia in many ways provides an excellent example of a pro-business regulatory regime. The prevalence and quality of quasi-governmental business development agencies such as CEPEX, or the government sponsored National Office of Tunisian Artisans (ONAT), exemplifies a highly evolved public advocacy culture. Unlike its neighbors, Tunisian business development organizations are not ubiquitously arguing for policy change to a monolithic, unapproachable government. Instead, representatives from the private sector are able to advocate from the “inside” through public-private agencies. Of course, with government partnership and financial support, a chance always exists that such agencies offer only a blunted advocacy of private sector interests. However, given Tunisia’s consistent positive enabling environment rankings, this concern is largely mitigated. Institutional efficiency (23 of 139 countries) and a world-class education system (30/31 of 139 countries) continue to drive Tunisia’s business-friendly environment. However, other factors suggest that further policy reform is needed and that commercial organizations will need to be especially diligent in their advocacy efforts in the post-Ben Ali era.

Labor market efficiency (or inefficiency), for example, continues to be a major impediment to private sector growth. This is supported not only by Tunisia’s labor market efficiency GCI score (79 of 139 countries) but also by the enterprise survey by the WEF and the ROCCD BDO survey, which both rank restrictive labor regulations as problematic factors for doing business (although, the ROCCD BDO survey does rank the issue less problematic than the WEF survey). A second factor warranting policy advocacy is financial market regulation and development. Access to finance is listed by both enterprises and BDOs as the most problematic factor to private sector growth. Partner BDOs report that under the Ben Ali regime, the banking sector was largely controlled by the ruling family and decisions to extend credit depended on whether the firm was connected to the Ben Ali family. The issue was apparently so prevalent that the 2011 Tunisia Economic Outlook¹⁴ report lists bad debt arising from soft loans made to Ben Ali associates could potentially undermine the health of the Tunisian banking sector over the next one to two years.

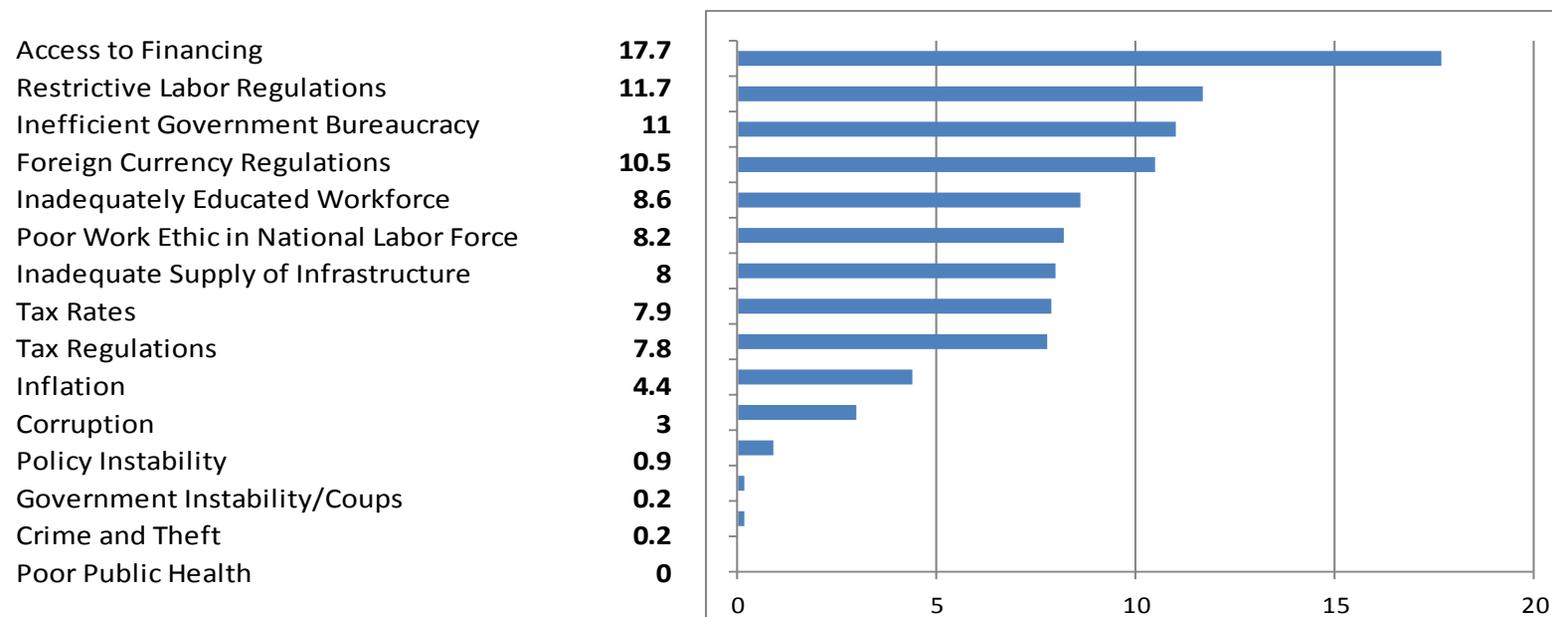
Beyond advocating for continued reform in the labor and financial markets, commercial organizations can play a stabilizing role in the process of political change. The decrease in tourism and foreign direct investment post-revolution has been well documented.

¹⁴ *African Economic Outlook – Tunisia 2011*. African Development Bank, OECD, UNDP and UNECA 2011.

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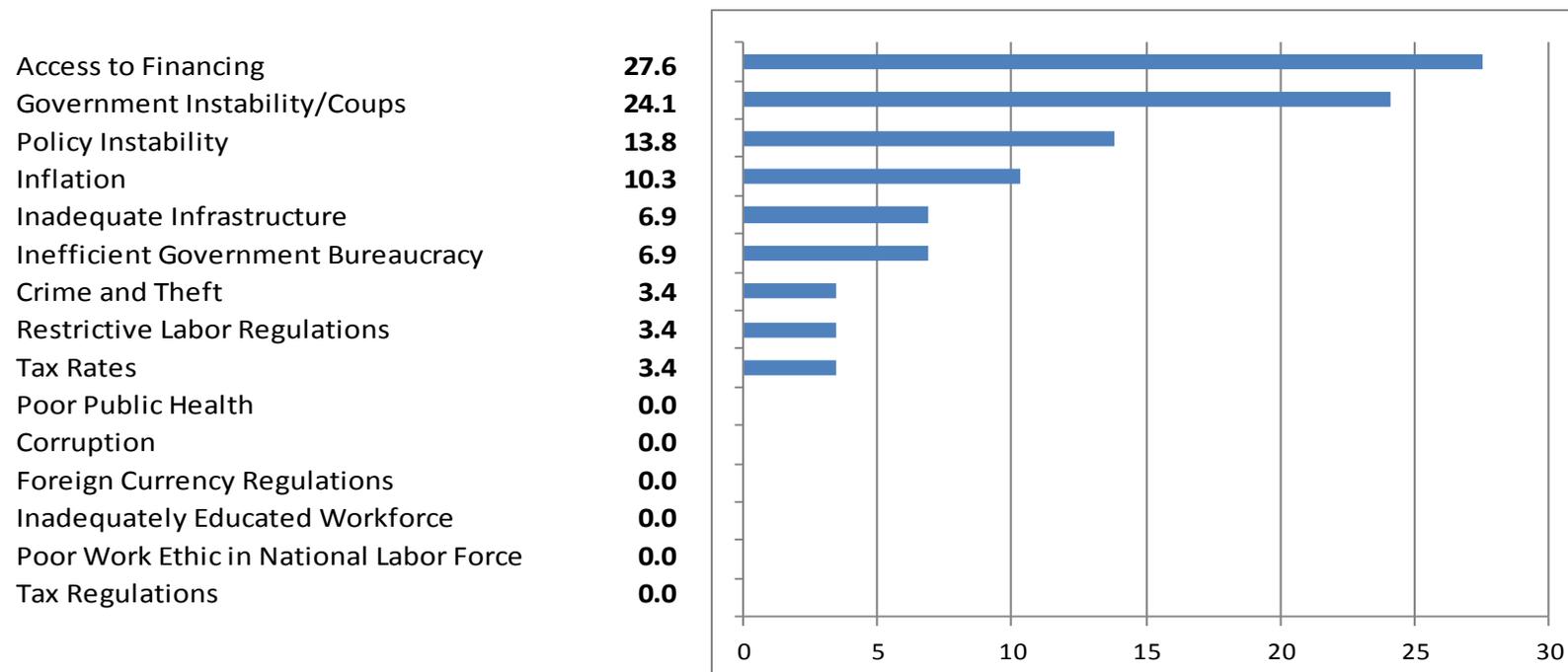
By working closely with economic policy makers and officials in the new government, commercial organizations can do much to ensure that hard won business-friendly reforms will not backslide during the transition and its subsequent economic slowdown. Areas for potential partnership include tourism promotion, sponsoring of investment missions, trade promotion and more. While these services are not directly part of policy advocacy, they offer an opportunity for “positive advocacy”, advocacy focused on public-private partnership and not just for legislative reform. One indication that such cooperation between Tunisian BDOs and the Tunisian government is needed is the fact that nearly 38% of responses to the ROCCD BDO Survey list Government Instability and Policy Instability as the major impediment to enterprise growth. This compares with 28% of responses who list Access to Financing as the major impediment. Clearly BDOs are concerned with current state of political affairs and such uncertainty will continue to hurt investment and private sector growth. By advocating strategically for additional economic reforms and for government adherence to reforms already in place, commercial organizations can play a central role in the continued economic strength of Tunisia.

Figure III.9: Most Problematic Factors for Doing Business in Tunisia, According to World Economic Forum



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Figure III.10: Most Problematic Factors for Doing Business in Tunisia, According to ROCCD BDO Survey





TECHNICAL APPENDIX I

Exhibit I-2A

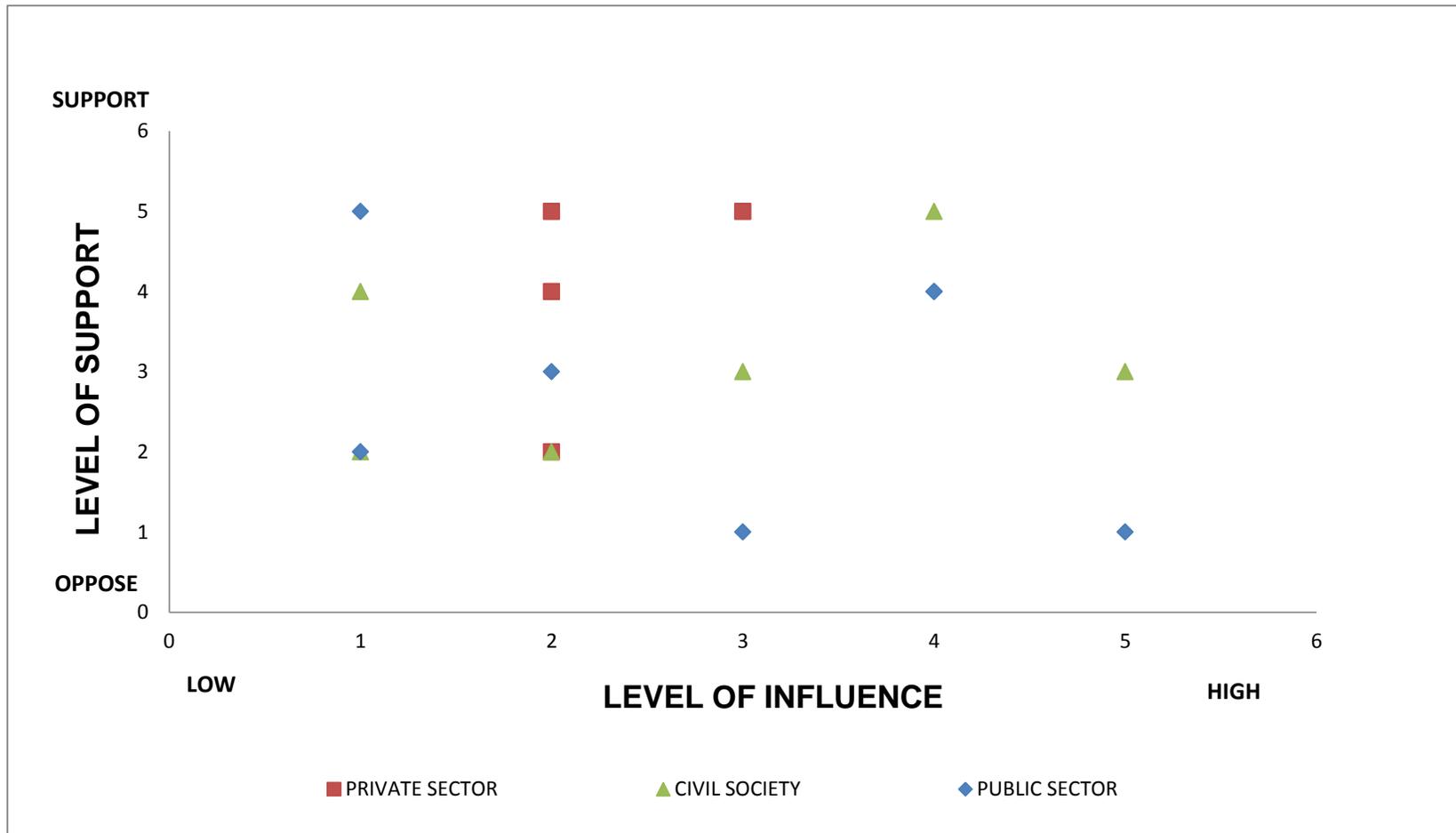
**STAKEHOLDER ANALYSIS - ISSUE SPECIFIC
ROCCD PUBLIC ADVOCACY HANDBOOK**

	STAKEHOLDER GROUP	STAKEHOLDER SUB-GROUP	INTERESTS AT STAKE	LEVEL OF SUPPORT (Scale 1 to 5)	LEVEL OF INFLUENCE (Scale 1 to 5)
PUBLIC SECTOR					
1				4	4
2				4	4
3				1	3
4				1	5
5				3	2
6				2	1
7				5	1
PRIVATE SECTOR					
8				5	2
9				4	2
10				5	3
11				2	2
CIVIL SOCIETY					
12				5	4
13				3	5
14				3	3
15				2	2
16				2	1
17				4	1

Source: Adapted from "Strategic Communications for Business Environment Reforms", IFC, October 2007.

Exhibit I-2B

STAKEHOLDER SUPPORT AND INFLUENCE MAP
ROCCD PUBLIC ADVOCACY HANDBOOK



Source: Adapted from "Strategic Communications for Business Environment Reforms", IFC, October 2007.

Exhibit I-2C

STAKEHOLDER PERCEPTION ASSESSMENT (INFORMATIONAL)
ROCCD PUBLIC ADVOCACY HANDBOOK

INFORMATION GATHERING METHOD	DESCRIPTION	ADVANTAGES	IDEAL AUDIENCE	OTHER CONSIDERATIONS
Interviews	Effective when consulting with high-level stakeholders and opinion leaders.	Provide more in-depth exchange and detailed information.	High-level stakeholders.	Low cost.
	Valuable for data gathering and consultation.	Can permit more candid feedback.	Government officials or stakeholders.	Time-consuming to conduct.
	Allow for greater candor.	Optimal personal engagement and participation.	Influential stakeholders who oppose reform.	Limited reach.
	Enable information gathering on the position of other stakeholders.	Can be used to evaluate potential partners.	Those with input into project design.	Represents individual views.
Focus Groups	Small group discussions guided by a trained facilitator.	Allow deeper probing of specific impediments and business issues.	Businesses, BDOs, Civil Society.	Expensive. Cost of venue, transcription, facilitator.
	Enable learning about opinions and concerns regarding a specific policy change.	Provide more immediate feedback on stakeholder opinions.	Narrow groups for focus.	Facilitator must be knowledgeable in policy change issues.
	Center on a specific topic.	May inspire stakeholder involvement.	Expanded and differentiated groups for robustness.	Risk that one voice or facilitator will dominate the conversation.
	Use of facilitator maintains discussion focus and equal expression of participants.	May help build stakeholder relationships.		
Surveys	Can be administered verbally, in writing, in person, by phone and by internet.	Produce reliable and statistically valid results that are persuasive with political groups.	Large and dispersed groups such as BDO members and SMEs.	Labor intensive and potentially expensive to get valid results.
	Require little time from participants, but questionnaire development critical.	Provide more detailed data.	Formal organizations, both public and private.	Advanced planning, survey design, instrument testing.
	Best suited to large groups and cross-sections of stakeholders.	Can provide relative anonymity, which can lead to more candid feedback.	Target groups such as adversarial and neutral stakeholders.	Requires reliable distribution mechanisms, which can increase cost.
	Important to gather quantitative data.	Limit options for responses.		

Exhibit I-2C

**STAKEHOLDER PERCEPTION ASSESSMENT (INFORMATIONAL)
ROCCD PUBLIC ADVOCACY HANDBOOK**

INFORMATION GATHERING METHOD	DESCRIPTION	ADVANTAGES	IDEAL AUDIENCE	OTHER CONSIDERATIONS
Other	Review of secondary sources.	Allows BDO to benefit from positions previously stated by stakeholders. Serves as a baseline.	Government officials, agencies, other BDOs.	Low cost.
	Information gathering at events.	Can be formal or informal. Event satisfaction surveys can provide valuable insight into stakeholder positions.	Broad audience depending upon type of event.	Low cost.

Exhibit I-3A

**EXAMPLES OF ADVOCACY ENGAGEMENT OPTIONS (INFORMATIONAL)
ROCCD PUBLIC ADVOCACY HANDBOOK**

ENGAGEMENT/ ACTIVITY	PURPOSE	TARGET AUDIENCE	COST
EVENTS			
Expert Panels/Briefings	Useful in presenting academic reviews or international experience regarding policy issue. Should include invitations to the press for greater impact.	Primarily Public Sector (Policy Makers, Administrative Bureaucrats), Other BDOs, Some Businessess	Cost of the event is relatively low, but if the BDO has to fund the expert for the policy brief, can be expensive.
Workshops and Conferences	Effective for in-depth exploration or education about specific policy issues. Most widely used with cross-functional groups in public AND private sectors.	Public Sector, Private Sector, Mid-Level Government Employees	Low-to-medium cost. Venue cost, facilities, travel, food, briefing package.
Cultural/Community Events	Can be used to local ownership of reform or policy issue being considered. "Soft" approach to engage civil society and public at large. Helps build trust and to increase positive tone of reform message.	Local Communities, Civil Society, General Public, Local Businessess	Varies. Can be accomplished with relatively low cost.
TECHNICAL/INFORMATION OUTREACH			
Policy Position Papers, Technical Briefs	Communicates analyses of proposed policy changes, reform requirements, needs, deficiencies. Important vehicle to translate data and evidence in support of policy change.	Policy Makers, Administrative Bureaucrats, Government Agencies, Donors	Medium cost level. Cost to commission research, field work, publication costs. Partnerships with universities, CSOs and other BDOs important.
Fact Sheets	One page issue summaries are efficient means to communicate key goals of policy change, supporting evidence and to ask for target audience behavior change.	Policy Makers, Government Agencies/Officials, Businesses	Low cost if supporting evidence. Nice add-on to position papers.
Brochures	In-depth information source to educate stakeholders on specific administrative, legislative or regulatory changes. Typically post-policy change.	SMEs, Importers/Exporters, General Private Sector, BDOs	Low cost. Cost of design, printing and dissemination.

Exhibit I-3A

**EXAMPLES OF ADVOCACY ENGAGEMENT OPTIONS (INFORMATIONAL)
ROCCD PUBLIC ADVOCACY HANDBOOK**

ENGAGEMENT/ ACTIVITY	PURPOSE	TARGET AUDIENCE	COST
Newletters	Effective for continuous, real-time communication of the policy change process over and extended period of time. Effective way to build policy change momentum and to announce advocacy events.	Allied or Neutral Stakeholders, Businesses, BDOs, CSOs	Low cost. Cost of design, printing and dissemination.
Newspaper Inserts	Effective for highlighting certain policy change issues, such as simplifying municipal procedures.	Municipal Officials, Policy Makers, Businessess, BDOs	Low to Medium. Cost of print advertising.
TOURS			
Study Tours	Effective for demonstrating best practices in support of policy change. The purpose must be explicit to be effective. Typically international but can be domestic.	Government Officials, Policy Makers, BDOs, Other Neutral Stakeholders	Medium. Travel costs, facilities, coordination and reception costs.
Open Houses	Useful for governments to showcase and discuss new procedures or facilities to media and broader community. May also be useful to BDOs wanting to promote new services (e.g. trade desk).	Media, Broader Community, Private Sector	Low Cost. Hospitality and printed materials costs.
MASS MEDIA			
Print (News, feature stories, op-eds)	Print media tends to have more credibility than direct advertising or other types of outreach. Important to engage editors regarding policy change issues through Op-Ed pieces.	Broad Audience	Low to Medium. Cost of media briefings and one-on-one interviews. Cost increases if a journalist is engaged to write articles.
Press Release	Useful for announcing newsworthy events and accomplishments. Helps increase public awareness through increased media coverage.	General Public, Businesses, Government Officials, Other BDOs, Civil Society	Low Cost.
News Conference/Media Briefings	Effective for educating journalists on more complex business issues.	Media, General Public, Private Sector, Government Officials	Low to Medium Cost. Cost of venue, press release/promotion, media briefing packets.
Television Programming	Stronger impact for experts to deliver facts regarding policy issue. News programming, public access programming.	Broad Audience	Very Expensive. Advertising per Minute, Production Costs and more.

Exhibit I-3A

**EXAMPLES OF ADVOCACY ENGAGEMENT OPTIONS (INFORMATIONAL)
ROCCD PUBLIC ADVOCACY HANDBOOK**

ENGAGEMENT/ ACTIVITY	PURPOSE	TARGET AUDIENCE	COST
Advertising (print, TV, outdoor, radio)	Effective for announcing reform initiatives to a wider public. Important for consensus building and influencing neutral stakeholders.	Broad Audience	Very Expensive. Advertising and design costs.
Radio Programming	Radio advertising reaches a wide audience. More effective programming is talks shows, business programs, radio news coverage.	Broad Audience	Medium to High. If spokespeople are invited to business programs, costs are minimized. If advertising is paid for, cost is high.

Source: Adapted from "Strategic Communications for Business Environment Reforms", IFC, October 2007.

Exhibit I-3B

**ENGAGEMENT STRATEGY - ALL ISSUES
ROCCD PUBLIC ADVOCACY HANDBOOK**

	ISSUE	STAKEHOLDER GROUP	STRATEGIC OBJECTIVE (BEHAVIOR CHANGE)	ENGAGEMENT	INTENDED OUTCOME	DATA/EVIDENCE	M&E APPROACH
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							

Source: Adapted from "Strategic Communications for Business Environment Reforms", IFC, October 2007.

Exhibit I-3C

**ISSUE SPECIFIC ENGAGEMENT STRATEGY
ROCCD PUBLIC ADVOCACY HANDBOOK**

	STAKEHOLDER GROUP	STRATEGIC OBJECTIVE (BEHAVIOR CHANGE)	ENGAGEMENT ACTIVITY	ESTIMATED COST 10 = Low Cost	EASE OF EXECUTION 10 = Easy	BDO CAPACITY 10 = Expertise	PRIORITY
1				7	5	2	4.7
2				0	0	0	0.0
3				0	0	0	0.0
4				0	0	0	0.0
5				0	0	0	0.0
6				0	0	0	0.0
7				0	0	0	0.0
8				0	0	0	0.0
9				0	0	0	0.0
10				0	0	0	0.0
11				0	0	0	0.0
12				0	0	0	0.0
13				0	0	0	0.0
14				0	0	0	0.0
15				0	0	0	0.0
16				0	0	0	0.0
17				0	0	0	0.0

Source: Adapted from "Strategic Communications for Business Environment Reforms", IFC, October 2007.

Exhibit I-4B

ANNUAL POLICY ADVOCACY BUDGET - EXAMPLE
ROCCD POLICY ADVOCACY HANDBOOK

ISSUE	ENGAGEMENT/ ACTIVITY	Q1			Q2			Q3			Q4			TOTAL ANNUAL BUDGET
		M1	M2	M3	M1	M2	M3	M1	M2	M3	M1	M2	M3	
Multiple	Member Survey	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,000
Sector Development Council	Stakeholder Survey		\$2,500						\$2,500					\$5,000
Sector Development Council	Position Paper			\$5,000										\$5,000
Sector Development Council	Expert Panel			\$7,500										\$7,500
Sector Development Council	News Conference			\$1,500										\$1,500
Sector Development Council	Press Release/Art.			\$250										\$250
Sector Development Council	Print Ads				\$500	\$500	\$500	\$500	\$500	\$500				\$3,000
Sector Development Council	Radio Ads						\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$5,250
Fabric Import Tariff Reduction	Stakeholder Survey			\$2,500						\$2,500				\$5,000
Fabric Import Tariff Reduction	Travel for Ind. Advoc.				\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$9,000
Fabric Import Tariff Reduction	Business Roundtable							\$5,000						\$5,000
Fabric Import Tariff Reduction	Brochures, Press Rel.							\$1,000	\$500	\$500	\$500			\$2,500
Fabric Import Tariff Reduction	Study Tour								\$7,500					\$7,500
Fabric Import Tariff Reduction	Print Advertising									\$500	\$500	\$500	\$500	\$2,000
Fabric Import Tariff Reduction	Radio Advertising									\$750	\$750	\$750	\$750	\$3,000
														\$0
TOTAL		\$1,000	\$3,500	\$17,750	\$2,500	\$2,500	\$3,250	\$9,250	\$13,750	\$7,500	\$4,500	\$4,000	\$4,000	\$73,500



TECHNICAL APPENDIX II

Exhibit II-1

REGIONAL COMPARATIVE ANALYSIS FRAMEWORK
 BUSINESS ENABLING ENVIRONMENT AND POLICY ADVOCACY EFFORTS
 ROCCD PARTNER COMMERCIAL ORGANIZATIONS
 AUGUST 2011

CATEGORY	ALGERIA		EGYPT		MOROCCO		TUNISIA	
	Rank	Score	Rank	Score	Rank	Score	Rank	Score
BUSINESS ENABLING ENVIRONMENT (Ranking out of 139 countries; Scoring on a scale of 1 to 7) 1/								
2011 GCI Ranking	86	4.0	81	4.0	75	4.1	32	4.7
Basic Requirements								
Institutions	98	3.5	57	4.0	66	3.9	23	5.2
Infrastructure	87	3.5	64	4.0	71	3.8	46	4.5
Macroeconomic Environment	57	4.8	129	3.4	31	5.2	38	5.1
Health and Primary Education	77	5.6	91	5.4	94	5.4	31	6.2
Efficiency Enhancers								
Higher Education and Training	98	3.6	97	3.6	102	3.5	30	4.9
Goods Market Efficiency	126	3.6	90	3.9	77	4.1	33	4.7
Labor Market Efficiency	123	3.7	133	3.4	130	3.5	79	4.3
Financial Market Development	135	2.8	82	4.0	74	4.1	58	4.3
Technological Readiness	106	3.0	87	3.3	75	3.5	55	3.9
Market Size	50	4.3	26	4.8	57	4	67	3.7
Innovation and Sophistication Factors								
Business Sophistication	108	3.3	63	4.0	78	3.7	42	4.3
Innovation	107	2.8	83	3.0	81	3.0	31	3.8
	ALGERIA		EGYPT		MOROCCO		TUNISIA	
	Freq.	Quality	Freq.	Quality	Freq.	Quality	Freq.	Quality
CURRENT POLICY ADVOCACY EFFORTS (Score of 1 - 7) 2/								
Formal Advocacy Strategy	2	2	3	3	2	2	3	3
BEE Membership Surveys	2	1	3	3	2	2	2	3
Policy Briefs	5	3	3	3	3	2	2	2
Expert Panels/Roundtables	2	3	3	3	3	2	3	3
Direct Lobbying (Face-to-Face Meetings)	5	4	3	3	4	3	5	3
Press Conferences	1	2	3	3	3	3	3	3
Email Campaigns/Internet Outreach	1	1	3	3	1	1	2	1
Editorial Pieces/Articles	3	2	3	3	2	3	2	3
Mass Media	1	3	3	3	2	2	3	3
Straight Average	2.44	2.33	3.00	3.00	2.44	2.22	2.78	2.67
Wtd. Average 3/	2.55	2.15	3.00	3.00	2.35	2.15	2.60	2.75

1/ *The Africa Competitiveness Report 2011*, The World Bank, The African Development Bank, The World Economic Forum, June 2011.

2/ Per ROCCD. Based upon field research, quantitative surveys and review of public advocacy material. Rankings serve as an effective baseline for future evaluation of ROCCD Policy Advocacy programming and impact.

3/ The weighted average puts greater importance on having an advocacy strategy in place (5:1), surveying members (4:1), policy briefs (3:1), expert panels/roundtables (2:1) and submitting editorial pieces (2:1) over other non-weighted categories.



TECHNICAL APPENDIX III

**PUBLIC ADVOCACY SURVEY
ROCCD PROJECT
VIA SURVEY MONKEY**

- 1) Which of the following is the most problematic issue facing the private sector in your country¹
(choose only one)?
 - a. Access to financing
 - b. Corruption
 - c. Crime and theft
 - d. Foreign currency regulations
 - e. Government instability/coups
 - f. Inadequately educated workforce
 - g. Inadequate supply of infrastructure
 - h. Inefficient government bureaucracy
 - i. Inflation
 - j. Policy instability
 - k. Poor work ethic in national labor force
 - l. Restrictive labor relations
 - m. Tax rates
 - n. Tax regulations
 - o. Poor Public Health
- 2) Does your organization have a formal policy advocacy strategy?
- 3) If yes, does your strategy include the following (mark all that apply):
 - a. Annual budget
 - b. Timeline of activities
 - c. Personnel assigned to implement tasks/activities
 - d. Plan for monitoring and evaluating activities
- 4) What is the most common method used by your organization to understand issues facing the private sector?
 - a. Informal conversations
 - b. Face-to-face formal meetings
 - c. Surveys
 - d. Roundtables
 - e. Secondary sources
- 5) How frequently do you survey membership issues, if at all?
 - a. Once per quarter
 - b. Every six months
 - c. Once per year

¹ List of issues from the *Africa Competitiveness Report 2011*, World Economic Forum, The World Bank, The African Development Bank. Responses from commercial organizations to be used for comparative analysis with WEF findings and across North African countries.

- d. Membership not formally surveyed
- 6) Do your advocacy efforts promote sector-development strategies?
- 7) If yes, which sectors do you most often promote?
- 8) In the last 12 months, how many position papers/policy briefs has your organization issued?
- a. 0
 - b. 1
 - c. 2
 - d. 3
 - e. 4+
- 9) In the last 12 months, how many policy roundtables/expert panels has your organization sponsored?
- a. 0
 - b. 1
 - c. 2
 - d. 3
 - e. 4+
- 10) In the last 12 months, how many editorial articles (newspaper, trade journals, magazines, etc.) has your organization submitted?
- a. 0
 - b. 1
 - c. 2
 - d. 3
 - e. 4+
- 11) Has your organization utilized any of the following mass-media tools in the past 12 months to promote a policy change?
- a. Billboard
 - b. Newspaper article
 - c. Newspaper advertisement
 - d. TV Advertisement
 - e. Public-access news or talk show
 - f. Radio advertisement
 - g. Radio news or talk show
 - h. Email campaign
 - i. Web posting/blog



TECHNICAL APPENDIX IV



ROCCD POLICY ADVOCACY WORKSHOP EXERCISES

INTRODUCTION

The Results Oriented Commercial Capacity Development (ROCCD) project is working to increase the capacity of business development organizations (BDOs) in the Maghreb region. One specific objective of the project is to help BDOs improve the efficacy of their public advocacy efforts. BDOs play a key role in representing the interests of the private sector (e.g. their members) to government agencies, ministries and legislative bodies – public advocacy. Although different organizations, such as government-funded Chambers of Commerce, may engage in policy advocacy to different degrees, representation of member interests to public entities remains a fundamental service to BDO membership. This handbook introduces various tools that BDOs can use to organize, prioritize and monitor public advocacy activities and will ultimately provide lessons learned from recent public advocacy efforts in the Maghreb. By using the tools introduced in this handbook and acknowledging key lessons learned, partner BDOs will be well positioned to establish actionable, impactful public advocacy action plans.

APPROACH AND METHODOLOGY

The ROCCD approach to public advocacy capacity development is iterative. The attached initial tool kit will be introduced to partner BDOs for feedback and further definition through ROCCD Public Advocacy Workshops. The workshops are intended to facilitate information sharing from ROCCD to partner BDOs, and more importantly, from partner BDOs to the ROCCD project. The workshops will initially introduce important public advocacy concepts, but the majority of each session will be to walk partners through various exercises to identify public policy issues affecting their membership, to strategize on the most effective activities for public entity engagement, and to establish a public advocacy working plan that is actionable and realistic.

As ROCCD engages with various organizations, we expect to learn important case studies of successful and not-so-successful attempts at public advocacy in the region. These case studies will not only inform a “final” toolkit for re-distribution to partners, but will also be included in an expanded handbook that will provide regional and country specific examples of advocacy efforts, including key lessons learned. It is our hope that given the vast amount of broad-based advocacy material available (from international financial institutions, public policy think tanks, donors, NGOs, etc.) the ROCCD Public Advocacy Handbook will provide a more detailed analyses of public advocacy in the Maghreb than that currently available and will serve as a useful guide to BDOs planning public advocacy activities in the future.



ROCCD POLICY ADVOCACY WORKSHOP EXERCISES

ROCCD WORKING GROUP EXERCISES

SECTION 1 – ISSUE IDENTIFICATION AND PRIORTIZATION

The first exercise of ROCCD Public Advocacy Workshops will be to assist partner BDOs to identify and prioritize public policy issues for advocacy. Exhibit 1 provides a framework for identifying issues to be addressed, which sector the issue primarily affects, who the key stakeholders are and most importantly includes a scoring of how urgent the issue is and what is the probability for reform success. We included a ranking of reform-success probability to help BDOs balance advocacy efforts between what is needed and what is realistically achievable given limited advocacy resources. While certainly not exhaustive, ROCCD will introduce the below list of issues typically addressed by BDOs for advocacy.

Figure 1. Issues Most Commonly Addressed through BDO Public Advocacy¹

ISSUE CATEGORY	POLICY RELEVANCE
Investment Policy	Transparency, property rights and non-discrimination underpin efforts to create a sound investment environment.
Investment Promotion	Incentives to attract foreign and domestic investment, especially if targeting market failures or bottlenecks and if designed to promote a country's investment attributes.
Trade Policy	Policies designed to increase economies of scale and to link domestic firms to global supply chains, to boost productivity and rates of return on investment.
Competition Policy	Do the rules of the game promote innovation and fair competition? Patent laws and anti-trust (monopoly) policies to ensure a competitive business environment.
Tax Policy	Does the tax structure create a reasonable level of private sector tax burden and are tax policies administered fairly?
Corporate Governance	Policies promoting sound corporate governance attract investment and reduce the cost of capital.

¹ Adapted from the OECD "Policy Framework for Investment".



ROCCD POLICY ADVOCACY WORKSHOP EXERCISES

Polices for Responsible Business Conduct	Public mechanism to encourage responsible business conduct? Are policies overly burdensome?
Human Resource Development	What policies exist to develop human capital, to target women, youth and rural unemployment?
Infrastructure and Financial Sector Dev.	Ensure scarce infrastructure resources are channeled to their highest and best use. Financial sector oversight and development to increase access to capital.
Public Governance	Regulatory quality and public sector integrity are critical to private sector growth. Registration policies, revenue collection, construction fees, etc.

The first exercise will provide ROCCD with invaluable information regarding regulatory constraints to private sector growth in targeted companies. A key part of the discussion will be to guide partner BDOs to prioritize advocacy issues, both individually and collectively. The resulting issue priority matrix will serve as the guiding document for public advocacy design and implementation for partner BDOs.

An additional appendix has been designed for advocacy membership surveys that will be critical to understanding the policy advocacy needs of individual member firms. Not only will membership surveys provide valuable information, they are also important to build a more accessible and transparent organization. With membership survey information, BDO leadership can demonstrate that issues chosen for advocacy do not just represent organizational elites, but that advocacy is based upon membership demand.

SECTION II – STAKEHOLDER INTEREST AND INFLUENCE MAPPING

The second exercise will be to help BDOs identify the key stakeholders involved in any potential regulatory reform effort. Stakeholder mapping informs who should be engaged on a specific issue, leading to specific engagement/activity design. An important part of the exercise is to determine whether stakeholders are for the policy change or against it, and what level of influence they hold in the policy change process. Exhibit 2A lists stakeholders by group (public sector, private sector, civil society, etc.) and ranks their support and influence. Exhibit 2B is a graphical representation of stakeholder positions, which helps shape subsequent advocacy activities.



ROCCD POLICY ADVOCACY WORKSHOP EXERCISES

SECTION III – DEVELOPING AN ADVOCACY STRATEGY

The next workshop exercise will be to discuss various forms of advocacy engagement. The main objective of the exercise is to keep BDOs focused on a cost-benefit trade-off analysis of possible activities. BDOs will be encouraged to make tough decisions about how to spend scarce financial and political capital. This session will also provide the best opportunity to identify and cement cooperation among BDOs on relevant issues.

A matrix of activities, target audience, cost, time to implement and efficacy will also be introduced so that BDOs have a menu of possible activities to consider. See Exhibit 3A in the appendix for the engagement matrix.

SECTION IV – ADVOCACY ACTION PLAN AND TIMELINE

While Section III helps business organizations evaluate alternative engagement options, Section IV and the related workshop exercise help BDOs establish timelines, roles and responsibilities, specific tasks associated with specific engagements and budgets. The output of the fourth exercise will be an Advocacy Action Plan that should serve to guide all advocacy activities over the next 12 months. The Action Plans produced by BDOs during this workshop will be draft advocacy plans that should be continually revisited for relevance and realistic implementation, even as they are implemented. Action Planning is not a one-time exercise.

SECTION V – MONITORING AND EVALUATION

One of the most critical elements of effective public advocacy is the diligent execution of Monitoring and Evaluation plans. Public advocacy M&E has several components. First, follow-up that tasks are being implemented as planned and that individuals are being held accountable for action required (monitoring) is important to ensure that public advocacy strategies are actually being implemented and implemented according to plan. Second, evaluation of the impact of public advocacy efforts is critical to the refinement of key messages being delivered to various stakeholders. Impact evaluations are typically difficult to conduct, as they require careful baseline assessments of stakeholder attitudes prior to advocacy activities, require those surveyed to be honest about their positions and impressions, and of course, require post-activity surveys. Accurately interpreting post-activity evaluations is important so that the appropriate lessons learned can be drawn and so that necessary strategy and message revision can be



ROCCD POLICY ADVOCACY WORKSHOP EXERCISES

undertaken. Beyond initial stakeholder assessment tools outlined in Section II of the attached toolkit, additional survey examples and guidelines are included in Section V.