ADVOCACY AND PUBLIC-PRIVATE DIALOGUE TOOLKIT

VITAL VOICES
GLOBAL PARTNERSHIP

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Introduction

Goal of the Toolkit:

The goal of this toolkit is to provide advocates with a practical guide to creating and managing of advocacy campaigns and utilizing public-private dialogue as a means for promoting and implementing advocacy campaigns.

Through Vital Voices Global Partnership's experience in supporting women in the Middle East and North Africa, the importance of successful advocacy campaigns has become increasingly clear. Successes in Morocco, Jordan, and Kuwait continue to prove that sustained efforts to promote women's human rights are critical to affecting change on any level. Through Vital Voices' partnerships in the region, a model of public-private dialogue and partnership has emerged as an effective means of creating change locally, and has led to the creation of a domestic violence co-located service center in Jordan and an artisan center in Tunisia.

This toolkit reflects those successes in working with diverse stakeholders and integrates it with proven methods for creating a successful advocacy campaign. Combining these two proven methodologies will enhance the ability of advocacy campaigns to broaden its support locally and be an even stronger voice for change.

How to Use this Toolkit

Throughout the Toolkit, two symbols are used:

The hammer indicates a specific tool that can be used in the development of an advocacy campaign. **Blank templates for these tools are provided in Annex A.**

The map indicates where an example from the Middle East is used.

Additional resources that can be used in developing an advocacy campaign are included in the bibliography and Annex B.

PART ONE: Launching an Advocacy Campaign

What is Advocacy?

"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it is the only thing that ever has."

- Margaret Mead, cultural anthropologist

Advocacy is a process through which citizens organize to influence public policy and resource allocation decisions.

Organizing advocacy efforts is important because there are situations where the benefits of a new policy or policy change will be important for society, but individuals do not have the interest or capacity to press for this change independently. Advocacy groups bring people together to collectively promote a cause, ultimately leading to better outcomes than individuals could achieve on their own.

Advocacy groups[1]:

- ✓ Assist in the development of better public policy
- ✓ Ensure governments' accountability to citizens
- ✓ Give a voice to (misrepresented) citizen interests
- ✓ Mobilize citizens to participate in the democratic process
- ✓ Support the development of a culture of democracy

Successful advocacy campaigns require leadership, organization, and strategic planning. While thorough planning is critical, it is also important to be flexible and willing to modify plans when necessary. In any campaign, it is likely there will be ups and downs, successful advocacy leaders are able to keep people motivated and working toward solutions.

[1] Young and Everett. *Advocacy Groups.*

Helpful Attributes for Advocates

- ✓ Passion for a cause that motivates others to believe change is possible
- ✓ Flexibility to change course and try new approaches rather than clinging to a plan that isn't working
- ✓ Ability to put ego aside and work for a cause rather than recognition
- ✓ Open-mindedness to understand and emphasize with other points of view
- ✓ Energy and physical stamina to work hard when virtue and enthusiasm are not enough
- ✓ Ability to tolerate conflict
- ✓ Strong negotiation skills

This guide will walk through each of the phases of an advocacy campaign, presenting tools and tips. After completing this toolkit, the reader should have a solid understanding of how to prepare for, plan and execute an advocacy plan. Part One of this toolkit presents the basics of creating an advocacy campaign: Define and Organize; Plan; and Execute and Manage (see diagram below).

The Part Two of this toolkit goes into more depth about how to bring business and governments together to solve problems that affect society at large, and women in particular. The private sector can be a source of creative ideas and can lead to more effective problem-solving than NGOs can achieve on their own.

Components of an Advocacy Campaign

The first step in an advocacy campaign is to figure out exactly what the issue is, what action needs to be taken to achieve the desired outcome and who the people are who have the ability and authority to take the required action. Understanding the issue – both the problem and the solution – usually requires significant research and analysis. The problem may be clear, but there may be surprising root causes to this problem.

For example, there may be a high unemployment rate among women. But there are many possible reasons why this may be occurring. It could be the result of simple bias and discrimination against women by employers. Perhaps women need additional training to obtain the skills required for the jobs available. Or employment-related regulations are more onerous and costly for women than those for men. The solution may be educating employers, strengthening anti-discrimination laws, providing finance for women's education, expanding training opportunities for women, reforming employment regulations or any number of other actions.

There are many steps to implementing solutions and there are different people with power to make changes at each step. Therefore, **the first part of the advocacy campaign is to identify the root causes of the problem, the solution most likely to solve the problem, the people who have the power to implement the solution, and the people who might be able to help the cause and who might present obstacles**.

Once the audience and issue are defined, the next questions are how can the right people be convinced to support and implement the solution, when do the tasks need to happen, and what financial and human resources are needed?

Finally, the advocacy plan needs to be executed, which requires managing staff, volunteers and fundraising. Monitoring and evaluation throughout the campaign are important for ensuring that the objectives are achieved and for facilitating learning.

Advocacy campaigns can be conducted at any level of government–national, provincial, local or even village–and the process is similar. It may not be obvious at the outset what the appropriate level of government is, but it will become clear during the preparatory research and analysis.

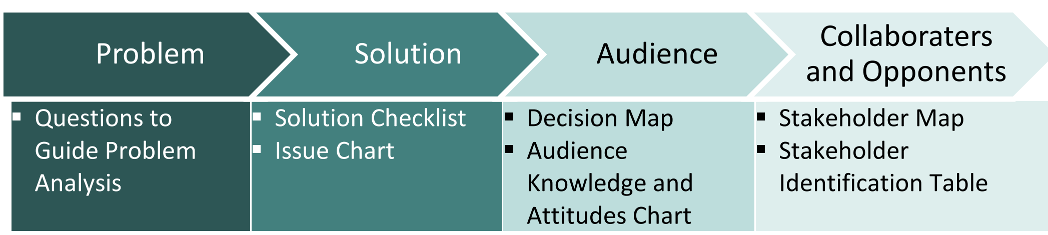
Defining and Organizing an Advocacy Campaign

Thought and effort invested into research and analysis at the start of an advocacy campaign pays off with more effective results later on. Strategic thinking ensures that the advocacy campaign will target the right people with the most compelling arguments to achieve the desired goal.

This section will:

- Describe the process for strategically approaching advocacy (see chart below)
- Determine the information that will go into an advocacy campaign communication plan (described in detail in the next chapter)
- Introduce tools and how to use them to define advocacy objectives, with blank templates in **Annex A.**

Process for Defining and Organizing an Advocacy Campaign



Issue

The first step of the analytical process is brainstorming to fully understand all the details of the issue and then to formulate the problem and the solution. This may require desk research and talking to knowledgeable people. Discussing the issue with people who have different perspectives is helpful for gaining a more nuanced understanding of the problem and solution. In general, the more complex an issue is and the greater the possibility for controversy, the more research will be needed to make convincing arguments and diffuse criticism from opponents. Using data and facts for decision-making will lead to better outcomes and also helps in determining potential roadblocks before they become major obstacles.

Research Methods[2]

Observation is the most common way to gather information about audiences cheaply and quickly:

- Talk with people who are familiar with the issue;
- Gossip: talk with other advocates and colleagues. This is especially helpful in learning what people really think about issues; their true opinion may be different from their official position;
- Read speeches or other documents written by the key organizations or individuals;
- Review the results of recent polls, surveys or focus groups;
- Attend open meetings where individuals or groups will be speaking about the issue.

Survey techniques, such as **surveys and polls**, are generally used to learn what large groups such as voters, parents, youth, or small business owners think about an issue.

- Ask about surveys or polls that might be planned by donor agency projects, the media or advertising firms to which you might add a few questions related to your issue.
- Polls or surveys should be conducted by credible organizations.

Focus groups give an in-depth perspective on what people think and why they hold those opinions.

- Limit discussion to a few, narrow topics;
- Participants should come from similar backgrounds and share similar characteristics such as age, gender, etc., so that they will feel comfortable stating their true feelings.

Conduct individual **interviews** with a representative if a survey, poll, or focus group is too costly.

- Limit questions to a few topics and be sure that the people being interviewed are truly knowledgeable

Problem

Determining the root cause of a problem is critical for identifying right solution. Any problem may have different causes. Most likely, there is a combination of several factors. Determining what is most accountable for the problem may require discussions with many people who are affected by the problem. It is also important to understand the consequences of the problem. Having data to back up assertions is critical for establishing credibility.

Conducting Primary Research

- Take notes – you may need to refer to them later (and remember to write the date!)
- Ask people to recommend other people for you to talk to
- Send thank you notes
- Verify surprising, controversial or counter-intuitive information

See Annex B for research resources

[2] Adapted from Sharma. *An Introduction to Advocacy.*

Questions to Guide Analysis of the Problem

- ✓ How many people does it directly affect? Who are they? Where are they?
- ✓ Are there any secondary effects? (e.g. poor primary education leads to illiteracy, which leads to reduced earning potential)
- ✓ Has the problem been getting worse, staying the same or getting better?
- ✓ What is the history of the problem? When did it begin? How did it become a problem?
- ✓ Have there been attempts to solve the problem? Did they have any effect (good or bad)? Why didn't they work?
- ✓ Why hasn't the problem been solved yet? What is standing in the way?

The Importance of Research for the Arab Citizenship Rights Campaign[3]

"Nationality has become a big political and media issue, but it wasn't when we started in 2002. We had found one thing in common in all Arab countries — nationality laws discriminate against women. They basically say that men can transmit their nationality to their spouses and children, but women cannot.

When we started talking to the media, they were interested in facts, figures, and human-interest stories, but we didn't have any. We lacked hard data. So we went back to square one — research.

With IDRC [International Development Research Centre] support, we conducted research in three main areas. We wanted to know how the denial of rights affected the lives of women in the seven countries we studied. We wanted to know how many people we were talking about. And we wanted to analyze the nationality laws and their contexts in each country.

From research to campaign
The findings allowed us to figure out just what it means to be a woman deprived of her rights: if she is married to a foreigner, her children are actually strangers in their own country. The findings allowed us to make the issue visible and to launch a campaign in 2004.

The research produced loads of material that the media just fed on. It gave us an edge over the politicians because we had data. And it empowered women, in terms of talking to the media. Anybody can go out and say: I want to change this or that. But with our ideas backed up by the research, we knew what we were talking about, and we could challenge all the myths around this issue.

[3] International Development Research Centre website: http://www.idrc.ca/reports/ev-145159-201-1-DO_TOPIC.html.

Nationality has now become a big issue, a political issue, a media issue. When we started, it was a marginal issue. The research has transformed this completely."

-Lina Abou Habib is Executive Director of the Beirut-based Collective for Research and Training on Development-Action (CRTD-A), which spearheads the regional citizenship rights campaign.

Solution

The next step is to brainstorm about the possible solutions to the problem. For this analysis, it is particularly important to get input from those affected by the problem and others who may be knowledgeable about potential resolutions. Below are some questions to guide this thinking.

Checklist of Consideration for Articulating the Solution

- ✓ Has there been input from a broad range of people?
- ✓ Are your supporting arguments for this solution sufficient to be persuasive? (Data and quantitative analysis is often the most persuasive)
- ✓ Is it possible the solution will lead to unintended consequences or undesirable side effects?
- ✓ Are there any aspects of the legal or political system, culture or social norms that will help or hinder efforts?
- ✓ Is the level of detail in your solution sufficient to ensure it is interpreted correctly?
- ✓ How likely is this solution to solve the problem?
- ✓ Is it realistic?
- ✓ How much will the solution cost?
- ✓ Is it cost-effective? (in turns of financial cost and cost of time and effort involved)
- ✓ Are there any important timing issues to consider, such as elections, legislative schedules, conferences, summits, holidays, festivals, sporting events

Summarizing the research and analysis above into an **Issue Chart** is a useful way of boiling down all the information into the core points that will feed into the communication plan. The Issue Chart encapsulates the advantages and disadvantages of the proposed solution.

Issue Chart	
Current Situation +	Proposed Situation +
Current Situation –	Proposed Situation –

In the top row of the chart, the positive aspects of the Current Situation and the Proposed Situation (the situation the advocacy campaign would like to create) are entered into the boxes. In the second row, the negative aspects of both the Current and Proposed situations are included. This allows the reader to easily summarize the different ways of looking at the Current and Proposed situations.

Advocacy Objective

This analysis will lead directly into the formulation of the **advocacy objective**, which articulates specifically what the campaign aims to achieve, usually a new policy, legislative or procedural change. The objective should be as specific as possible in terms of the quantity and quality of change aimed for and by when. The change desired can be absolute (repeal the restriction on working hours for women) or can be relative (increase the participation of women in the new legislation review process by 20%). The level of specificity distinguishes an objective from a **goal**, which is the overall benefit the campaign is contributing toward.

For example, a goal of an advocacy campaign may be to reduce violence against women. The advocacy objective may be the passage of a law to protect female domestic workers who are abused by their employers (legislative) or instituting a procedural system to include specifically trained first-responders on police units that handle domestic violence cases (procedural).

Audience

The **audience** comprises all the people who are in a position to bring the advocacy objective to fruition. In most cases, this will be lawmakers, but this process could be applied in multiple contexts or at any level of government. It could be elected or appointed officials, village or tribal leaders, or businesspeople.

The first step in identifying the audience is to create a **decision map**, which tracks everything that needs to be done to in order to implement the desired change.

Legislative Process in Lebanon[4]

Constitution Article 65

Council of Ministers votes by a majority to submit draft laws to the President. Basic national issues such as electoral, nationality, and personal status laws require a 2/3 quorum and a consensus decision.

Constitution Article 53

President forwards to the Parliaments the draft law presented by the Council of Ministers.

Up to 10 MPs may submit a proposed law to Parliament. (See *Article 101* Parliamentary By-Laws)

Draft law or proposed law is received by Parliamentary Bureau and submitted to Parliamentary committees for review.

Parliamentary By-Laws 38

Parliamentary committee(s) review draft law and submit report within one month from the date they receive the draft law (or within two weeks if draft law is "urgent").

Parliamentary By-Laws 42

Parliamentary Bureau places draft bills on Parliamentary agenda according to date of submission from the committees.

Parliament in session debates the draft law in general and then discusses and votes on each individual article.

Constitution Article 34

With the required quorum, Parliament votes on whether to adopt the proposed law or the amendments.

Constitution Article 54

Prime Minister signs the adopted law and sends to President.

Constitution Articles 51,56, 57

President countersigns and promulgates new law within one month of receiving it. Urgent laws should be promulgated within 5 days. President may veto the law and submit it to Parliament for reconsideration only once.

Parliament may override the President's veto by a vote of an absolute majority of all members. Constitution *Article 57*

Once countersigned by the President, or the constitutional expiration date for the President countersigning passes, the new law is considered legally operative and is published in the Official Gazette.

[4] IFES. *Lebanon: Lobby Training Manual.*

Both formal and informal processes should be considered. The formal process is what is mandated by law such as a committee vote or approval by a minister, which is the process outlined above. But there may also be informal processes that are not written down or officially prescribed but often occur, such as the committee chairperson inviting feedback or input into a decision.

The next step is to identify all key people involved in each phase of the policy process. The **primary audience** includes people directly able to affect the outcome desired. The **secondary audience** includes people who can influence the primary audience. These people may know individuals in the primary audience professionally or personally and may be personal contacts, influential academics, community leaders or members of the media.

Whenever possible, the audience should be proper names of individuals rather than organizations, committees or departments. While a decision may technically be taken by a group such as a committee or council, it is ultimately ***people*** on that committee who need to be persuaded.

All the people identified as primary and secondary audiences should be classified into 5 categories: in favor of the proposed solution, against the proposed solution, undecided (or unknown), currently unaware of the problem, currently uninterested in the problem or indifferent. This information will be used to create an Audience Knowledge and Attitudes Chart with more details on the current position of the audience. Additional research may be required to uncover these details. The research methods used above in the issue analysis section are also useful for understanding audiences.

Audience Knowledge and Attitudes Chart[5]			
Audience	Audience knowledge about issue	Audience attitudes about issue/objective (for, against, undecided, unaware, uninterested)	Issues that the audience cares most about

Stakeholders

In addition to the primary and secondary audiences, there may be other people who will either be able to help advance the advocacy agenda or may try to obstruct progress. The next step is to identify all the additional **stakeholders**, which are all those people who have something to gain or lose (directly or indirectly) from a successful outcome to the advocacy campaign. Referring back to the Issue Chart is helpful for identifying who is benefiting or is disadvantaged from the status quo and how that might change after the proposed reform.

[5] Sharma. *An Introduction to Advocacy.*

Examples of Possible Stakeholders[6]

Civil Society
- National and local NGOs
- Trade unions
- Academia
- National, local and international media
- Other citizen advocacy groups
- Segments of general population

Private Sector
- Small, medium and large businesses
- Local and foreign investors
- Financial institutions
- Business associations and chambers of commerce
- Professional organizations
- Individual business leaders

Public Sector
- President's office
- National and local public institutions
- Ministers and advisors
- Civil servants
- Parliament
- Political parties
- Relevant councils and commissions

International Community
- Multilateral development partners
- Foreign governments
- International development NGOs

Once the list of all stakeholders is developed, all the names can be placed on a **Stakeholder Map**, which classifies stakeholders into allies, potential partners, opponents and adversaries. The stakeholder map is useful for determining which stakeholders will require the most attention.

The first step in creating the map is to rate on a 0-10 scale how much each stakeholder supports the advocacy objective and how much power each stakeholder has to facilitate or impede the advocacy campaign. More weight should be given to potentially more active stakeholders than those who have strong opinions, but are likely to be inactive.

Stakeholder Map[7]

Degree of Support		
Support (10)	**Potential Partners** *Stakeholders who support the objective, but are less influential*	**Allies** *Stakeholders who are strong supporters of the objective and have considerable influence*
Unknown/ Undecided (5)		
Oppose (0)	**Opponents** *Stakeholders who oppose the objective but have low influence*	**Adversaries** *Stakeholders who oppose the objective and are influential*

Low (0) *Unknown (5)* *High (10)*

Level of Influence

[6] IFC. *Strategic Communications for Business Environment Reforms.*
[7] IFC. *Strategic Communications for Business Environment Reforms.*

As stakeholders are ranked in the Map and fall within the four categories, the information will help show where alliances can be formed to strengthen the advocacy campaign and display the capacity and interest-level among many stakeholders. It can also be helpful for identifying potential conflicts, risks or special interests that may work against the campaign.

The analysis from the Stakeholder Map can be combined with a Stakeholder Identification Table, which adds details to help determine how to obtain stakeholder support or overcome their opposition.

Stakeholder Identification Table[8]

Category	Description	Stakeholder Group (Public Sector, Private Sector, Civil Society, International Community	Interests at stake in relation to the advocacy objective	Potential impact on the advocacy campaign's success: Positive (+), Neutral (0), or Negative (-)
Most Important				
Very Important				
Important				

Below are some suggestions for ways to engage with the various types of stakeholders.[9]

Engagement Strategies

Category	Options	Risks of Not Acting
Allies (High Support, High Influence)	• Cultivate champions by making it easy for them to advocate. Provide them with facts and figures and opportunities for visibility and acknowledgement. • Hold consultative meetings and ensure buy-in by building consensus. • Leverage allies to expand supporter and audience networks (e.g. participate in their events, use their distribution lists to reach larger audiences). • Build ownership and encourage increased level of activity (e.g. give credit to allies and provide opportunities for visibility).	• May lose potential influential champions. • Lack of coordination leads to duplication of effort. • Information may not reach critical audiences.

[8] IFC. *Strategic Communications for Business Environment Reforms.*
[9] Adapted from IFC *Strategic Communications for Business Environment Reforms.*

Potential Partners (High Support, Low Influence)	• Motivate to become more active supporters. • Empower and mobilize – move to allies category. Build capacity or organize as a group so they can collectively advocate for change.	• Lack of awareness leads to ineffective implementation. • Potential ally is lost. • Adversaries may use lack of activity to claim that the group does not support the reform.
Opponents (Low Support, Low Influence)	• Diminish resistance by raising awareness (e.g., educate stakeholders about benefits of reform, but also recognize costs to specific stakeholder groups). • Reduce resilience by showing strength of pro-reformers. • Monitor changes in influence or resistance levels (e.g. keep an eye on opponents that seem disparate and weak as they may unify and gain strength).	• There may be a missed opportunity to create support by dispelling misconceptions. • Influence or resistance could increase and unexpectedly derail the objective.
Adversaries (Low Support, High Influence)	• Try to create division within the group to reduce strength. • Educate to confront misperceptions. • Decrease influence by diminishing credibility, if appropriate. • Confront by exposing vested interests. • Co-opt, weaken or neutralize (e.g. educate to confront misperceptions, compensate for potential losses, take legal action).	• Reform effort delayed or stalled. • Reform derailed through obstruction or lack of implementation. • Adversary gathers enough strength to reverse reform successes.

Identifying Strategic Allies[10]

- Identify a core group of advocates and friends
  - Identify all key players in the advocacy field – friends and foes to the issue
  - Find community decision makers and invite them to meetings
  - Build personal, face-to-face relationships
- Expand the base to include government and elected officials
- Reach out to business and non-governmental organization leaders
- Reach out to religious leaders, elected officials, and highly visible community officials

The core group of strategic allies should be asked to commit only to a limited duration assignment as supporters and advisors, serving as a *brain trust* or *planning team*. The group must be unique, dynamic, charismatic, fearless, and know how to make things happen. They must love and welcome new challenges, care deeply about the issue, and must be able to move mountains when necessary.

[10] Adapted from Gwinn & Strack. *Hope for Hurting Families..*

Building Relationships

The success of any advocacy campaign depends on an ability to develop and maintain relationships. **Do not underestimate the power of a friend**. Developing strong relationships with diverse groups of people will help build trust in the community and can help foster positive impressions of the advocacy campaign. Often, it is personal relationships that lead to an important contact, partnership, or funding source. This increased trust and contact base may also help to attract more people to the advocacy campaign and create stronger support for the issue.

Coalitions

Bringing together collaborators from different segments of society in a **coalition** strengthens and enhances the credibility of the campaign. Coalitions can be permanent, temporary, formal (with memberships, by-laws and dues) or informal. They can address a single issue or seek to advance multiple objectives towards an agenda. When deciding whether to form a coalition, it is important to assess the strengths partners bring, whether these strengths compensate for weaknesses, whether there are any potential conflicts and whether potential partners have reputations that could compromise the objectives of the campaign.

Issues to Consider When Deciding Whether to Form a Coalition[11]

Advantages	Disadvantages
• Larger base of support • Additional resources • Additional contacts and relationships with audiences • More people to execute tasks • Enhanced credibility and influence for the campaign • Opportunity to learn new skills and knowledge and compensate for own organization's weaknesses	• Managing the coalition can take time away from managing the campaign • May require compromising on issues or tactics • May result in being overshadowed by larger or higher profile partners • Smaller partners may have a hard time getting their concerns respected • If the coalition breaks down, it can harm all the members

Coalitions need to be managed to ensure that the group is cohesive and not working towards different purposes. Partnering with large or high-profile organizations can bring significant resources and benefits, but there is a risk that these organizations will overshadow smaller partners.

[11] Adapted from Vance and Gordon. *Create Your Activism Plan.*

Messaging for One-Stop Shop Reforms in Egypt[12]

In 2005, the International Finance Corporation teamed up with the Egyptian government to reform business start-up procedures with a pilot project in Alexandria. From the beginning of the project, it was clear that strategic communications would be critical for motivating local-level middle management in government institutions to participate in the reforms. The need for universal support was particularly important given the extreme complexity of the pre-reform processes. Registering and licensing a new business involved more than 220 days and 132 processes across 18 institutions having different goals and objectives.

The IFC and government identified three audience groups: the private sector, direct counterparts in the public sector, and the broader population of civil servants having a stake in the reform process. They wanted the private sector to be a constructive pressure group in the reform process and sought the active participation of key private sector stakeholders in the re-engineering process. They partnered with the Alexandria Business Association to create a reform monitoring capacity to enable the ABA to disseminate to the media simple, accurate, credible and concrete information on the progress of the reforms, thereby reaching the private sector at large in a more systematic and organized way than would otherwise have been possible.

The public sector counterparts were divided into two groups: “champions” and “followers.” The IFC held highly publicized events such as press conferences to reward the champions with more credit and visibility for their commitments to the reform process. Messages to the followers used international best practice examples to illustrate how institutions pursuing important policy objectives could combine their traditional mandate with the additional objective of attracting new investment to contribute to new job creation and income opportunities.

For the broader population of civil servants involved directly in the reforms, 30 core managers at the middle management level were targeted. These managers participated in regular roundtable discussions, training from international experts, and two study tours in Europe and North America. Systematic media coverage was organized in connection with these events.

Endorsement Letters

Endorsement letters can be a great way to bring other organizations or notable people into the campaign in a more formal way. Seek each organization’s and individual’s official endorsement of the project and/or ask them to participate in the strategic planning progress. These formal letters can be shown to others when trying to reach out to potential partners or donors, and can also be used to convince supporters of other organizations to support the organization or campaign. **See Annex C for a Sample Endorsement Letter.** Supportive organizations may be able to provide the following types of support:

- Holding a special board meeting of their organization to endorse the concept
- Identifying missing players
- Identifying necessary on-site services

[12] Moullier and Hamdy. *Communication As A Tool In Policy Reform.*

- Writing an official letter of support
- Asking their members to write a letter of support to key decision makers
- Contacting key players that should be participating
- Sharing a mailing list or email list
- Attending important meetings and press conferences
- Identifying potential barriers
- Offering suggestions to overcome barriers.

The Process Is Important[13]

Remember that the *process* of engaging potential supporters is as important as the end product. **You must go through the process, not around it.** It is important to seek support from everyone, even if it means starting with an unpleasant reception from initial skeptics and critics. Obtaining the support of skeptics and critics often requires an individual and personal approach.

If someone you know has a personal relationship with a person who is opposed to the project, reach out through that person and identify common ground. Make a reasonable effort to present the issues in a non-confrontational and professional manner, and ask to hear what the other person has to say. If you still don't succeed, evaluate whether or not the campaign can proceed without the support of the key player or agency you need. One unwilling partner, or even a few, should not derail a good campaign. Be willing to go forward with those community partners who want to be involved. Continue to develop relationships with the community and seek buy-in from others. Ultimately, the track record and strength of the campaign will attract people to support the cause. Stay the course, apply gentle but relentless pressure, and **DO NOT GIVE UP!**

[13] Adapted from Gwinn & Strack. *Hope for Hurting Families.*

Planning the Advocacy Campaign: Communication Plan

Once the scope of the campaign is determined, a plan needs to be put together to figure out how to make it happen. It may be tempting to launch right into activities, but it critical to think through details in advance. Advocacy campaigns are highly public and mistakes can be difficult to overcome. That is why it is important to go through the defining researching, audience targeting and stakeholder engaging processes outlined in the previous section. Once these initials steps have been taken, the planning of the Advocacy Campaign will begin to take shape, starting with a very key component: communications.

Process for Planning the Advocacy Campaign

The Section Will:

- Discuss the importance and components of a communication plan;
- Show how to integrate the analysis complete in the steps taken in the previous section to inform the communication plan;
- Describe other key steps in planning an Advocacy Campaign (see chart above) – schedule, budget and human resources – are discussed in the next chapter.

Communication Plan

At its essence, effective advocacy is persuasive communication. Accordingly, the communication plan is the heart of an advocacy campaign. The analysis completed in the previous section will provide the foundation for the strategy behind the communication plan. Solid analysis backed up by research will make developing the plan easier and lead to more successful implementation.

A communication plan for an advocacy campaign is different from other information campaigns managed by NGOs because it aims to go beyond raising awareness and provide information to trying to encourage people to take action and sometimes change their minds.

Process for Developing a Communication Plan

Developing the communication plan starts with revisiting the audience list and deciding which of those people are the most critical to reach in order to achieve the advocacy objective. In order to determine which arguments are going to be most convincing, it is important to assess each audience's current position and what they care most about. While assessing the target audience for the campaign using the processes outlined in the previous chapter, identify the audience's knowledge of the campaign's target issue, and record it in the Audience Knowledge and Attitudes Chart (example below). Then record each person's opinion on the issue, divided into these categories: for, against, undecided, aware, uninterested. Also, record the issues that the audience cares most about, as this can help to target or leverage the message of your advocacy campaign using themes about the issues they care most about.

Audience Knowledge and Attitudes Chart[14]			
Audience	**Audience knowledge about issue**	**Audience attitudes about issue/objective (for, against, undecided, unaware, uninterested)**	**Issues that the audience cares most about**

Audience members may need to be educated or convinced to change their minds. In some cases, it will be necessary to make it easier for them to act or to put pressure on to raise the urgency of the issue.

Message

Each audience may require a different **message**, which is the main idea that is going to be conveyed through the communications plan. The message is different from the advocacy objective because it consists of the arguments that will convince the audience rather than the reasons why the advocating

[14] Sharma. *An Introduction to Advocacy.*

organization is pursuing the campaign. The message needs to be customized for different audiences. Effective messages are those that the audience needs to hear, not what the organization wants to say.

The components of a message are:

What change is being sought?

Why is this change important? (the positive result of taking action or the negative consequences of not taking action)

How should the change occur?

What action is being requested of the audience?

A Message for Citizenship Laws in Jordan[15]

Jordanian women married to non-Jordanian men should not face unfair burdens. Currently their husbands and children are treated as foreigners in the Kingdom. Children cannot attend government schools or benefit from free healthcare. They must pay high school enrollment fees, pay for expensive medical care and pay yearly residential fees. Jordanian women should have the right to pass citizenship to their husbands and children. The way to enact this change is to amend the nationality and residency laws to ensure that women have the equal right to their male counterparts to pass on Jordanian citizenship and related privileges to their spouses and children.

A message should include the four components listed above and convey the issue in a straightforward and compelling way, as the example above shows. The message should be easy to present and understand, and should clearly represent the issue the advocacy campaign is centered around.

Once a clear picture of the audience has been created using the tools above, the following table can help in formulating which messages will be most appropriate to each audience.

Message Development				
Stakeholder	**Current Position (For, Against, Undecided, Unaware, Uninterested)**	**What is Most Important to the Stakeholder**	**Message Purpose (What do you want the stakeholder to do?)**	**Message Content**

[15] Adapted from American Islamic Congress, *A Modern Narrative for Muslim Women in the Middle East.*

Messages should be concise and persuasive. Economic arguments may have the most impact, but may not be the most important factor for all decision-makers. Some audiences may be more willing to back the proposal when they know who else is already supporting it.

> "We will be taken seriously by the government only when we present our case in a scientific manner that is rooted to ground realities. We have to talk specifics about real people and real situations."
>
> - Afnan Al Zayani, Bahrain Chamber of Commerce and Industry

In some places, faith-based dialogue can play a powerful role in advocacy. Using religious bases for advocacy may help incorporate a wider audience in the campaign. However, it is crucial to include all points of view and form relationships with many religious organizations, faith institutions, and other respected leaders in the community.

If religious or faith-based perspectives are going to be included in the advocacy campaign, remember that each religion, sect, and person have their own conceptions of right and wrong, what is allowed and what is prohibited by scripture. Additionally, each person has their own relationship with their faith, their faith leaders, and God, and every person is entitled to those beliefs. While it may be beneficial to include religious concepts and values respectfully to present a different point of view, always be aware of the effects that poorly planned, or accidental mistakes, can have on the advocacy campaign.

It is worth spending time carefully considering all the language used in the message. There should be no ambiguous words or words that are so politically or culturally sensitive that they will distract from the content of the message. If the message is going to be translated into other languages, it is useful to have the message translated into the target language and then translated back to the original again by a different person to make sure that it is conveyed correctly.

There are many resources an advocacy campaign can use to strengthen a message for a specific audience, including economics and faith, as mentioned above. Other resources include local law and customs, international human rights law, trade and commerce laws, and business policies. **For more information on some of these additional resources, see Annex B.**

Influencing Parliamentarians to Endorse and Implement a Domestic Violence Bill in Yemen[16]

Although Yemen has signed most of the international treaties and conventions related to women's rights, there is no legal or policy framework that supports work on ending violence against women. While a few articles in Yemeni family law relate to gender violence, these are not enforced in any consistent way and do not provide women with any real protection.

The Women's Affairs Support Centre (WASC) set the objective of working with the Yemeni parliament to endorse and implement a draft domestic violence bill. Having adequate legal structures in place would strengthen their work with other stakeholders, and help ensure justice for violence survivors. In order to complement their overall communications and advocacy efforts, WASC determined to add a special communications component to their work with parliamentarians. This would consist of focus group discussions for the parliament legislations committee, government officials and other stakeholders, as well as the distribution of information kits for Yemeni parliamentarians. This way WASC would have a better sense of the knowledge, beliefs, and practices of key decision-makers and could more accurately design communications materials for them. Building on existing advocacy work undertaken on ending violence against women, they could work towards their overall objective: getting parliamentarians and local authorities to endorse and implement gender-sensitive laws and policies. Through this aspect of the overall intervention, WASC hoped to increase the knowledge, awareness and commitment of parliamentarians to ending violence against women so that they would fully support new policies and increase resources allocated to support services for ending gender violence.

Stakeholders	Messages to Communicate
Parliamentarians and local councils	Endorsement/implementation of laws to end violence against women and gender-sensitive policies and laws will provide an environment of equal opportunity and increase the number of women supporters. Parliamentarians and local councils need to mobilize votes; it is in your interest to respond to your voters.
Media cadres and press journalists	Coverage of violence against women cases is an important part of the required transparency of press and media
Women, survivors of violence	Women voters have a role in influencing the passage of such policies. By speaking out and telling your stories, you will raise awareness about gender-based violence and help people see it as unacceptable.
Women's groups	Women's groups need to adopt a holistic approach and consolidate resources to effectively lobby parliamentarians/key officials to adopt/implement such policies.
Human rights advocates and NGOs	Participating in campaigns to end violence against women is an integral part of human rights advocacy. We must work together to strengthen the impact of our work.
Conservative men & women, perpetrators	The message will be based on information gathered through focus groups, interviews and surveys.

[16] UNIFEM. *Making a Difference.*

One-Minute Message for Journalists

In addition to audience-specific messages, it is important to also prepare a general message that will have broad appeal and can be used when talking to journalists. This message should be able to be spoken clearly in 30-60 seconds, to increase the likelihood that it will be used by reporters (especially on radio and television). The basic format for this message should be: Statement + Evidence + Example + Action Desired[17]

Statement. The statement is the central idea of the message

Evidence. The evidence supports the statement or central idea with facts and/or figures. The message should include limited data that the audience can understand easily—such as "only one out of three children in X village has access to antibiotics."

Crafting a Message

- Try to keep the message positive, focusing on solutions to problems
- Have a concrete answer to the question "Why Should I Care?"
- Draw a contrast with the status quo
- Be convincing by showing evidence and exhibiting expertise
- Make sure all statements from staff and coalition partners are consistent
- Be prepared for rebuttals. Anticipate your opponents criticisms and think through how you would respond
- Be able to personalize the problem with a face and a real story

Example. After providing the facts, the spokesperson should add a human face to the story. An anecdote based on a personal experience can personalize the facts and figures. It reminds listeners that this not just an abstract policy issue but rather one that affects people's health and well-being.

Action Desired. The desired action is what the audience is requested to do as a result of hearing the message.

Example: Once Minute Message[18]

Statement. HIV and AIDS are serious threats to our country's economic well-being and are creating a huge burden on individual families and communities. We no longer can afford to avoid this issue at the national level.

Evidence. There are more than one million people infected with HIV, and this figure continues to grow. In the next five years, one million children will have lost one or both parents to AIDS-related illnesses. The age group most affected by HIV is the 15–50 year olds, so HIV negatively affects our labor force, family structures, and community development efforts.

Example. Our group has been supporting Fatima, a young teen-aged woman, during the

[17] USAID. *Analysis and Advocacy Training Manual.*
[18] USAID. *Analysis and Advocacy Training Manual.*

past two years. Fatima has lost both parents and several other extended family members to AIDS-related illnesses. Her village knows that her family has been affected by HIV, and, as a result, she and her siblings experience stigma. She is unable to continue her education because she must spend her time caring for younger siblings. They do not have enough to eat. Fatima has had to leave her siblings in the care of neighbors in the village and move to an urban center, where she engages in sex work to send money home to feed and clothe her siblings. Her situation is typical of many women in our country.

Action Desired. It is essential to support legislation increasing funding of health care and other services for HIV-affected women.

Slogan

It can also be useful to have a slogan or a condensed version of the message that is short, clear, easy to memorize, and yet still has the essence of message. A way to think about a slogan is to think about what the headline would be for a newspaper story about the campaign or what the subject line would be in an email to a reporter. Slogans can also be developed with a certain audience in mind. See examples of general and targeted slogans below.

Slogans for a Domestic Violence Advocacy Campaign[19]			
Issues/Messages	• Wife battery is a crime • Psychological violence is as hurtful as physical violence • Family negligence and desertion are forms of domestic violence		
Target	**General**	**Men**	**Women**
Slogans	Domestic violence is everyone's concern. Report it. He threatened her. He beat her. He raped her. But first he married her.	Real men don't hit women. Running away from home = running away from responsibility Raise a family, not a fist	He said he'd never hit you again . . . but that's what he said the last time. You can hide the bruises on your body, but what about the damage to your soul?

[19] UNIFEM. *Making a Difference.*

All of these slogans capture the essence of the message that this group is trying to send – that wife abuse is bad and should be reported and stopped. But, they are memorable and powerful, and the audience will more easily remember them.

Methods of Communication

Once it is clear which audience needs to hear which message, the next step is to figure how best to reach the audience. Below are some factors to consider when deciding which communication channels to use:

Channel Selection Considerations[20]	
Reach	Which audiences does the channel target? Local grassroots channels (like local radio, posters in markets and cell phone campaigns) are often more credible and personal when trying to mobilize target audiences.
Frequency	How often are audiences exposed to the channel?
Cost	How much does it cost to utilize the channel? Advertising messages can be controlled but are often viewed as propaganda. Investing time in press relations or securing time on a radio or TV program can be done in many cases without additional cost and can be more credible.
Feasibility	Is it reasonable to expect that the organization could utilize this channel? Are there risks in doing so?
Effectiveness	How much effect on knowledge or behavior could this channel produce?
Rapid Response	Which channels will allow for sending urgent messages that counter negative opinions or statements by opponents? It can be helpful to prepare "ready-to-go" editorial articles in advance in order to respond quickly to a negative news cycle.
Repetition	How can communications through each channel be timed, sequenced and integrated to deliver a stronger message together? Consistent messages sent through multiple channels are most likely to reach target audiences.

The following sections present several methods of communications that the advocacy campaign can use to spread its message.

Face-to-face meeting

Face-to-face meetings are usually the most effective method for reaching an audience. They provide an opportunity to put a human face on an issue and to develop a personal relationship. The interactive nature of face-to-face meetings provides an opportunity for stakeholders to ask questions and voice

[20] IFC. *Strategic Communications for Business Environment Reforms.*

concerns. The message can be tailored very specifically and can be altered at the moment to make it more effective based on the feedback received during the meeting.

Face-to-face meetings require a lot of preparation. Before the meeting, research should be done to know who the people being addressed are, their work, their organization and their needs and interests. For meetings with political leaders, it is important to know their voting record, constituency, campaign platform, and when they are up for re-election (or re-appointment).

If multiple people will be representing the advocacy campaign, it is best to decide in advance who will say what and even practice delivering the message before the meeting. Practicing may seem strange, but it is very helpful to perfect how to deliver a message and how best to present the campaign. If possible, find someone not involved in the campaign who can critique the presentation and provide objective feedback. Other options include practicing in front of a mirror or videotaping yourself. If there is a possibility that the meeting will require a negotiation, it should be decided in advance how much to compromise.

A good opening for the meeting is to **acknowledge and express appreciation for previous support** for the cause, if appropriate, or to **point out areas of common ground or mutual interest**. During the meeting, the **main points should always be delivered first** in case the conversation is cut short or goes off on a tangent. It is important to try to anticipate the stakeholder's questions and concerns and have relevant documentation, such as reports or fact sheets, ready.

Keeping the meeting as a conversation with questions back and forth is more effective than simply making a one-on-one presentation. If a question comes up that is difficult to answer, the best response is to make a written note of it and promise to return to the person with an answer. **It is not advisable under any circumstances to guess at an answer.** The consequences of guessing incorrectly could damage the integrity of the campaign.

A strong way to end the meeting is to summarize what was said, next steps and the action that is desired from the stakeholder.

After the meeting, a thank you note should always be sent, regardless of whether the meeting was successful or useful to the campaign. The thank you is a good opportunity to follow-up on unanswered questions, provide additional supporting information and give reminders on actions requested of the stakeholder.

Presentation

A presentation is an opportunity to present the issue in a controlled way, directly to a group of decision-makers. While not as personal as a face-to-face meeting, it still allows for a high degree of customization to the audience's specific concerns.

Handling Presentation Logistics	
Questions to Ask Before a Presentation	
• How many people will be attending? Who will they be? • How will the room be set up? • How is the presentation going to be advertised or announced? (Is it possible to suggest the language used for this?	• Will there be a question and answer period? • Will there be audio/visual equipment available? • Are there any other related events taking place?
Logistical Planning Tips	
• Try to anticipate what might go wrong and arrive as early as possible to deal with problems • Make sure people know where to go and that there are signs, if necessary • Check that the audio-visual equipment is set up properly	• Make sure the tables and chairs are arranged appropriately • Close windows to reduce distracting noises from outside or get a fan if the room is too hot • Take several printed copies of your presentation in case technology malfunctions

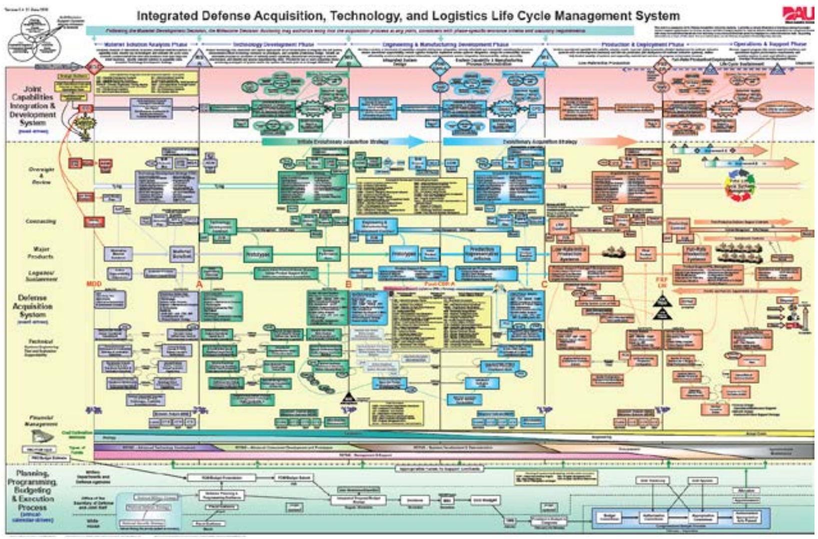
Starting a presentation with an anecdote or story makes the issue more personal and draws the audience in. If appropriate, humor is particularly good for getting the audience's attention and helping everyone feel more comfortable. Asking questions and allowing opportunities for audience input helps keep the audience engaged and paying attention. It is helpful to try to anticipate questions in advance and have additional facts and figures handy in case they arise.

A standard presentation can be used, but it should be tailored to the audience's concerns and their background. Presentations should be prepared for well in advance as they can take a surprisingly long time to put together, especially when using presentation software.

Using a software program like PowerPoint can be a distraction and many people speak more naturally and confidently without it. On the other hand, it does provide an opportunity to present information in a visual way. **As a general rule, the most effective slides have the fewest words and simple diagrams.** It is best to use bullet points sparingly and use charts, diagrams and pictures to the tell story. All sources for facts and figures should be cited.

Many people make the mistake of writing out everything they want to say on slides and then reading the slides during the presentation. Some people tend to present too much information on a single slide, which makes the presentation difficult to understand and follow. This bores the audience and it is difficult to make a persuasive argument in this manner. If there is too much information to memorize, it is better to keep the slides simple and take written notes to refer to. It can be helpful to practice giving the presentation without looking at a screen at all.

Do not make slides that look like this



The final slide should be a summary or conclusion with a reminder of the action requested of the audience. If it is likely people may leave early, handouts or other printed materials should be distributed at the beginning of the presentation. Otherwise, they can be given out at the end so the audience members do not read the materials instead of listening to what is being said.

If time is an issue and there is a very large audience, it is helpful to take multiple questions at one time (write them down!) and then answer them as a group. This makes it easier to manage time by skimming through questions that do not require much of an answer and allows more people to ask questions. For extremely large groups where many questions are anticipated, audience members can write questions on note cards. This makes it easier to manage the crowd and allows for filtering and prioritizing by an assistant.

It is a good idea to think through in advance how to deal with potential hostility through acknowledging and politely deflecting inappropriate, rude or off-topic questions. As with face-to-face meetings, it is better not to answer a question than to guess and say something incorrect that might damage credibility.

Position Paper

A position paper (or issue paper) provides in-depth justification for the message of the advocacy campaign. It is usually written with an undecided or unaware audience in mind, but it also provides useful background for journalists and provides talking points for allies.

When possible, position papers should be written by credible experts. Facts should be separate from opinions; all claims should be backed up with evidence and all sources of data cited. No matter who authors the paper, it reflects on the organization and cause and therefore should be proof-read and formatted so that it looks professional. Using text boxes, graphics, and pictures improves readability. Position papers are an opportunity to go into more depth on an issue, but the shorter the paper is, the more likely it is that it will be read.

A common structure for a briefing paper is:

I. Statement of main recommendation
II. Background
III. Evidence supporting the recommendation (quantitative and qualitative). Make sure this is all documented
IV. Position
V. Recommendations
VI. Description of supporters

See Annex D for an example of a position paper.

Fact Sheet

A fact sheet is a one or two-page document that can be used for communicating key goals and accomplishments. It can be a condensed version of a position paper and is particularly useful for correcting popular misconceptions.

It should contain the basic message and enough supporting information to be compelling. Graphics and pictures can be helpful for saying a lot in a small amount of space and to make it easier to read. A short paragraph on the authoring organization or individual can lend credibility and improve transparency. Websites and phone numbers can be included for people seeking additional information.

See Annex E for an example of a fact sheet.

Mass Media

When pursuing coverage in mass media, it is important to select the method that will be most likely to reach the target audience. Questions to ask include:

- What is the circulation, how read, listened to or watched is it?
- What is the reputation of the source?
- Is it aligned with a certain political party?
- Is it seen as a reliable source of information?

Some options for mass media are:

Television is a good medium for experts to deliver a message. News programming can be targeted if there is a newsworthy milestone or activity to be announced. Integrating messages into popular TV programs can be very effective, but requires access to writers.

Local radio programming can be very effective for reaching target audiences and respected talk shows can be credible messengers.

Print media is often the most trusted source so care should be taken to ensure coverage is accurate. It is necessary to have appealing and newsworthy angles of the message so that it is picked up by journalists.

If the issue is complex and controversial, it may be better to work quietly behind the scenes and use only media services that can be trusted. In some situations, criticizing (or appearing to criticize) leaders in government and institutions may create ill will that is counterproductive to the campaign.

Paying for advertising is an easy way to access mass media, but unpaid (or "earned") media coverage is usually seen as more credible. Getting unpaid media coverage is not easy, but can be done with a little research and work. The first step is to find out which reporters cover the relevant issues and then to develop a relationship with them. It is important to send journalists information regularly, especially when the campaign engages in a new activity, releases a new study or hosts an event.

	Pros and Cons of Paid Advertising and Unpaid Media[21]	
	Paid Advertising	**Unpaid Media**
Pros	• Provides complete control over message • Provides control over how and when messages are conveyed • Allows for creativity and tapping into emotions	• Achieves greater impact on awareness and knowledge of an issue • Allows for deeper exploration of reform benefits
Cons	• High cost • Good at conveying information but less effective at persuasion • May be confused with propaganda • Less credible than the press	• Must cultivate relationships over time to achieve coverage • Can distort or transmit messages poorly • Can raise visibility of opponents if journalists explore costs and benefits

Cultivating a relationship with journalists also means understanding what kinds of restrictions they face (when their deadlines are, how long their stories can be, censorship, etc), being respectful of their work and competing priorities, and patiently educating them if necessary. It is critical to return their calls promptly.

Making journalists' jobs easier for them increases the likelihood of getting media coverage. They appreciate summaries, concise analysis, catchy quotes, and stories that are counter-intuitive or challenge conventional wisdom with credible evidence.

[21] IFC. *Strategic Communications for Business Environment Reforms.*

As always, it is important to never guess about answers to difficult questions and to give the most important points first in case the interview is shorter than expected. It is a good idea to have personal stories and anecdotes ready to increase the human interest of the story. When possible, providing pictures with stories is helpful.

Timing is critical when seeking media attention. It can be hard to predict what headlines will be, but it is best to avoid competing with major media events like sporting events. Providing a different perspective or local angle on an international event like a summit can be a good way to get media exposure. Two common ways of gaining attention from the media are presented below: press releases and press conferences.

Press Release

Press releases are useful for announcing newsworthy events such as accomplishments, new information or an insightful take on a local, national, or international event.

Press releases should be sent directly to relevant journalists and kept short, simple and non-technical. They should start with a catchy headline and should be easy to read with short sentences.

The most important details answering the questions who, what, where, when and why should come first, followed by background information and supporting details, like statistics. Including examples, personal stories and quotes (especially from well-known people) are helpful.

There should always be a contact name and number on the press release. It is best to keep this consistent so that person can develop a relationship with journalists and journalists know who to call. It is usually a good idea to include a brief description of the organization as well.

If there is no restriction on when the information can be used, “FOR IMMEDIATE RELEASE” should be written on the top. Press releases can also be sent out in advance of an event to give journalists more preparation time. When this occurs, “EMBARGOED” should appear at the top with the date and time when journalists are allowed to use the information.

See Annex F for an example of a press release.

Press conference

Press conferences are used for reaching many journalists at the same time. They allow for more interaction than simply issuing press releases so they are better for educating journalists on complex issues, clearing up confusing information, and dispelling rumors.

Press conferences are particularly useful when launching an advocacy campaign, but are expensive and time-consuming to organize. They can backfire if the information is not delivered well. There are usually one to three speakers. Care should be given to ensure that speakers' comments are not contradictory or duplicative. A rehearsal is helpful to practice answering questions as briefly and concisely as possible.

The time for a press conference should be chosen so that there are no major competing events scheduled and it is at the appropriate time of day for journalists to attend and meet their deadlines. Invitations should be sent at least one week in advance and personally followed-up on for the more important journalists. Having a sign-in sheet is useful for knowing who attends. Journalists who are not able to attend should be sent a press release with the main points from the press conference.

Information to Include on Press Conference Invitations

- ✓ The purpose of the press conference
- ✓ Logistics: Date, time, location, and simple directions
- ✓ Short profiles of the speakers

A press conference should be easy and enjoyable for journalists. It should be held in a convenient location with sufficient parking, low noise, good lighting, appropriate technology and refreshments. The press conference should start and end on time. There should be handouts with key points, any data cited, lists of contacts, sources for further information, pictures, graphics, and background information on all the organizations represented. Journalists may request follow-up and one-on-one interviews after the press conference.

Bringing the Media Up to Speed in Egypt[22]

In November 2006, the International Finance Corporation's PEP-MENA facility in Alexandria, Egypt organized a national conference on business simplification. The facility held a press briefing on the eve of the conference, inviting several regional and three national TV channels together with the Arabic, English, and French-speaking press in order to reach out to the international investment community. The IFC used the press briefing to acknowledge the reform efforts of its core partners and to highlight their success in simplifying business procedures. This served as a celebration of their achievements and gave them public credit for their efforts. The press briefing also enabled the IFC to stress publicly the extent of work that lay ahead and the positive impact other institutions could provide by joining the reform process.

Scheduling the press briefing a day in advance of the national conference provided background for the media about IFC's project and about the benefits of business simplification. This way, the press was able to better understand the context of the conference and focus on its messages instead of technical content. In the days following the conference, the project's key messages were widely disseminated in Egypt. In addition, in a move that showed the project's transparency, IFC distributed the results of the technical diagnostic on business start-up procedures to conference participants.

To illustrate the benefits of reform through concrete examples, IFC gave the floor to international speakers from North America and New Zealand who presented their

[22] IFC. *Strategic Communications for Business Environment Reforms.*

respective reform experiences with introducing automation and client-oriented building permit procedures. The conference was also used to stage the signing of a new Memorandum of Understanding with the Alexandria Business Association, marking the beginning of a joint innovative policy advocacy initiative on business licensing reforms.

Other Methods

Effective communication requires creativity. Many other types of communications methods can be used, such as the following:[23]

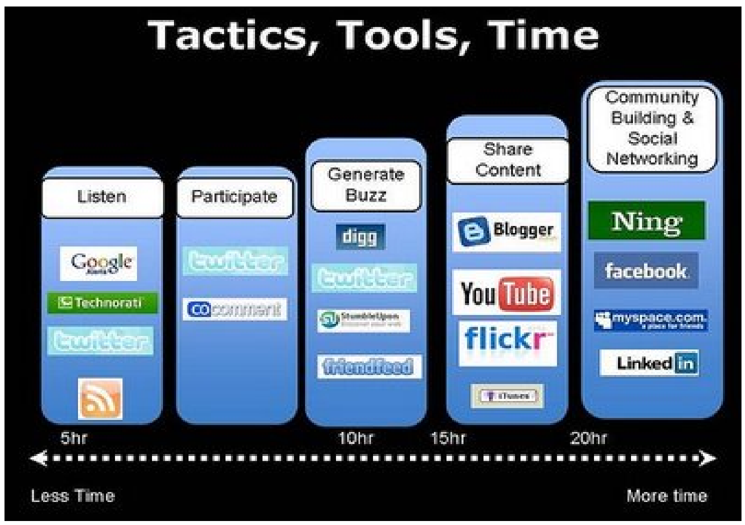
- ✓ A **brochure** is another way of presenting information from a fact sheet, with opportunity to provide more depth.
- ✓ **Newsletters** are effective for continuous communication of campaign's progress over an extended period of time. They can be used for announcements, telling about events, soliciting input and sharing stories through regular columns.
- ✓ **Posters or Billboards** may be appropriate when the message can be communicated very simply and visually with few words.
- ✓ **Advertising (print, TV, radio, outdoor)** can be effective for making announcements, but paid media is often less trusted by audiences.
- ✓ **Expert Panels and Briefings** are useful for presenting academic reviews and international experience. They can be newsworthy and covered by press.
- ✓ **Workshops and Conferences** can be costly, but effective for in-depth discussion or education about complex issues. They can also be useful for getting different stakeholders together who might otherwise not have an opportunity to interact.
- ✓ **Community and Cultural Events** are helpful for building trust and promoting pride of ownership over the message of the campaign.
- ✓ **Study Tours** are expensive, but a very effective way for demonstrating best practices to key stakeholders. The purpose of all trips must be explicit so they are not seen as incentive trips or forms of inappropriate influence.
- ✓ **Telephone and Email** can be effective outreach to targeted stakeholders for a specific purpose like an invitation to attend a meeting or event. They can be used to keep stakeholders regularly informed about the progress of the campaign and keeping the process transparent.

[23] Adapted from IFC *Strategic Communications for Business Environment Reforms.*

- ✓ **Websites** are effective for communicating reform goals and priorities. Websites can be used to house other communications materials like fact sheets, position papers and press releases. They are also good for posting announcements and schedules of events.
- ✓ **Online Forums** can be useful for soliciting comments in locations where the Internet is accessible and its use is widespread.
- ✓ **Social Media**, such as Facebook and Twitter, provide opportunities to keep in frequent contact with interested people and develop two-way relationships.
- ✓ **Mobile Phones** are commonly used for voice, text and video communications in order to disseminate information, improve governance, and solicit citizen input into national policies.

Mobile Phone Messaging [24]

In the Philippines, the government launched the tXtGMA project, which solicited citizen input into national policies via text messages to the President. In Kenya, Bunge SMS has designed a platform to allow citizens to send a text message to their Member of Parliament with a message about their policy preferences. In recent elections in Ghana and Afghanistan, observers used SMS messages to provide live updates on the state of disparately located polling stations.



Messenger

Once it is decided who the audiences are, what messages are appropriate for them, and what channel to use, the next decision is to determine who is going to deliver the message. It is important to find a messenger that the audience will respond to and find credible.

Some potential messengers are:[25]

[24] USAID. *Building Alliances Series: Democracy.*

Figures of authority, knowledge or trustworthiness help establish a more believable message. They could be community leaders, influential academics or religious leaders.

Peer influence can be important since people are often most easily influenced by members of their own age, race, party, or cultural or socio-economic background because they can identify with them. This can be used for tailoring messages to different groups.

Celebrities can be used to promote ideas based on the idea that target groups identify with certain public personalities and thus will want to adopt the endorsed behavior. This can be most helpful for skeptical segments of the general public.

Testimonials by beneficiaries can be useful based on the assumption that audiences will respond to those who have changed behaviors and are benefiting from this change.

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[25] Herzberg and Wright. *The PPD Handbook.*

Planning the Advocacy Campaign: Administration

In order to be successful, an advocacy campaign requires strong behind-the-scenes management. In order to take advantage of important windows of opportunity for certain activities, the timeline of preparatory work needs to be well-managed. Similarly, the budget needs to be thought through in advance and monitored closely to ensure that the campaign does not run out of money early. It is also critical for the success of the campaign's activities that people with the right skills and expertise are involved.

Process for Planning the Advocacy Campaign

This Section Will:

- Address the process of establishing a schedule for the advocacy campaign;
- Provide guidance on how to create and manage a budget;
- Describe the process of targeting and hiring critical staff for the campaign.

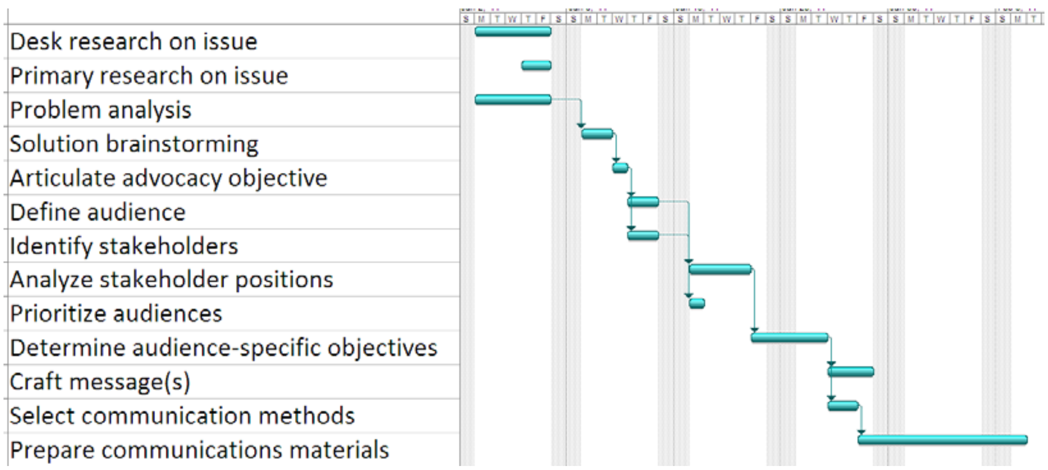
Schedule

In order to ensure that the objective is achieved within the desired timeframe, it is necessary to outline all the tasks that need to be completed and the dates by which they need to be completed. Some questions to ask when developing a schedule are:

- What are all the tasks required to achieve the objective?
- How long will each task take?
- What date does each task need to be completed by?
- Are any tasks dependent on other tasks?
- Who is going to take responsibility for each task getting completed?

- What other resources are required?

A useful way of planning is to create a **Gantt chart** like the one below which graphically demonstrates when tasks need to occur, how long each will take and the order in which tasks need to be done.



The schedule should be as accurate as possible, and tasks should be assigned to staff in order to stay on schedule. This can also be done using detailed calendars, and should be displayed and available to all staff throughout project implementation.

Budget

In an ideal world, the budget would be derived from looking at all the activities required to achieve the objective and what resources are necessary. In reality, it is usually the other way around with the resources available dictating the scale of activities that can be done (also see the Fundraising section on page 39). It is important to work with finance staff to make sure that the budget is realistic and the proposed activities can be achieved with the funding allocated to them.

Examples of items that need to be budgeted for are:

⇨ Overhead (office space, equipment, supplies, paper, telephone, etc)

⇨ Salaries and benefits for staff, consulting fees if necessary

⇨ Events (conferences, briefings, lunches)

⇨ Program-related costs (research, reports, etc)

⇨ Fundraising

⇨ Other – plan for the unexpected

The budget can also be thought of as the program, or campaign, in numbers. The budget should include funds for every activity that the campaign plans to undertake and can be referenced throughout the campaign. The realistic costs included in the budget can be used for fundraising, planning, and management purposes throughout the campaign. Costs should be researched thoroughly, and should reflect actual costs as much as possible – sometimes this means that quotes should be gathered for some items, such as furniture or other large purchases.

Remember, the budget reflects the project's goals and spending capabilities and should be taken very seriously. Inability of the campaign to manage the budget and spend accordingly can lead to creating budget deficits, difficulty in future fundraising, and having to close down the campaign earlier than expected.

The budget should be managed by the campaign's Executive Director, as well as by Finance staff who are independent from campaign staff. The Finance staff should not be involved in the campaign other than managing finances.

See Annex G for a Sample Budget.

Human Resources

Planning for staff is a collaborative process that goes hand-in-hand with the budgeting process. More staff can do more work, but they also cost more money. Ultimately, staffing usually depends on the budget.

Assigning people or positions to each task in the Gantt chart used for scheduling is a good way to determine staff needs and responsibilities. Some people may be carrying a larger amount of the workload while others may be responsible for less. Some tasks may require skills or knowledge that may require consultants. Assigning "task owners" also makes sure that important tasks do not fall through the cracks and that all staff (including volunteers) are clear on what is expected of them and what they are accountable for.

At an organizational level, the functions that need to be covered are below. Each function does not need a different person. Budget constraints may mean that some people take on multiple responsibilities.

Executive Director: This person will lead the coalition, manage the staff, and provide overall direction for the campaign.

Outreach: This individual is responsible for identifying, contacting, and mobilizing people to support the campaign's efforts.

Technical/Programs: This person will take the lead on implementing programs and provide day-to-day management and support for the campaign. Often, this person will work directly with the Executive Director to move the campaign forward.

Communication: This person is the primary contact with reporters, and is responsible for publicizing the organization, deciding who should speak to the press, supervising the writing of press releases and other written materials.

Finances: This person oversees the funds coming into and going out of the organization. There must be controls and oversight over this function to ensure that the funds are spent appropriately.

Fundraising: The fundraisers are responsible for identifying potential contributors and writing funding proposals.

Research: The researchers are responsible for gathering information to be used in internal analysis and communications materials. They should verify the accuracy of the claims made and prepare supporting materials to release to the press, if needed.

Office administration: This person makes sure that the organization has the administrative support it needs to work successfully.

It is important to be clear on how the group makes decisions and how those decisions are communicated to the group, the community and to others. Transparency in decision-making is critical so that everyone understands the rules and how to operate within those rules. Transparency also safeguards the campaign from claims that it only reflects the views of a few people.

Using Volunteers

Volunteers can be invaluable, particularly in grassroots advocacy campaigns. They may be students, retired community members, those who are currently unemployed, or others who are looking for a way to make a difference and don't need to be paid for their work. They may be able to help out two hours per day or full-time. No matter how much time they can donate, they make a difference.

A well-run volunteer program can enhance the organization's work with dedicated individuals, help staff focus on core functions, and allow the staff to provide services, or do projects and campaigns, that may not otherwise be offered. There is also the indirect benefit of improved community relations. Volunteers can be the best spokespersons for the project, program or campaign.

However, volunteers should be well-supervised at all times, giving them a sense of support and protecting against possible problems. A supervisor should oversee the activities of every volunteer and create a work plan with specific tasks for the volunteer. Keep in mind that an effective volunteer program does have a cost, including staff time to train and supervise volunteers, computers and resources (such as pens and paper) for volunteer use, and space for volunteers to accomplish their tasks. It is also important to keep in mind that volunteers can also be a large burden on an organization if they are not properly trained or supervised. Having too many people in an office with unclear roles will add chaos and will not help to promote an effective campaign.

Execute and Manage

Once the strategy and planning is completed, the plan will need to be funded and executed. Throughout the process of launching the advocacy campaign, it is critical to continuously monitor progress and ensure that necessary changes are being made based on the feedback provided through the monitoring system.

Fundraising

Operating an advocacy campaign on a day-to-day basis requires financial resources, which means that a significant amount of effort will be dedicated to fundraising in order to sustain the operations.[26]

A qualified person should be selected to lead the fundraising and be accountable for the results. This person should have excellent grant writing skills and possess an understanding of potential funders and their priorities. These funders could be individuals, corporations, bilateral or multilateral donor organizations, foundations or government-sponsored initiatives.

As in advocacy generally, relationships are critical and it is important to invest time and energy in getting to know individuals at funding agencies. All funders, including aid agencies and foundations, have their own programmatic and ideological agendas. Care should be given to only approach those organizations and foundations with matching objectives. Otherwise, a donor may push the campaign in an undesired direction.

In some organizations, it may be possible to ask members or supporters for contributions. Membership fundraising not only reduces dependence on large donors, it also gives members a sense of purpose and renewed enthusiasm when they see what their contributions are achieving. Donations do not necessarily need to be cash. Goods, space for meetings and events, and services like administrative support contribute to reducing operating costs.

The communications materials developed as part of the advocacy campaign can also be used for fundraising purposes. These materials may need to be customized for the funding audience. The same process for developing customized messages used in the communication plan applies to crafting a message that will resonate with potential funders.

What Funders Look For

- A well-run and efficiently managed organization
- Financial stability. Funders may want to see budget information from past years as well as future projections.
- Examples of successful activities.
- A good strategy with feasible goals.
- What distinguishes organizations working in the same field.
- Reasons why the work is important and necessary.
- What was accomplished with previous contributions.
- Information on group members' track records and previous successes.

[26] This section draws heavily on USAID's *Analysis and Advocacy Training Guide.*

Monitoring and Evaluation

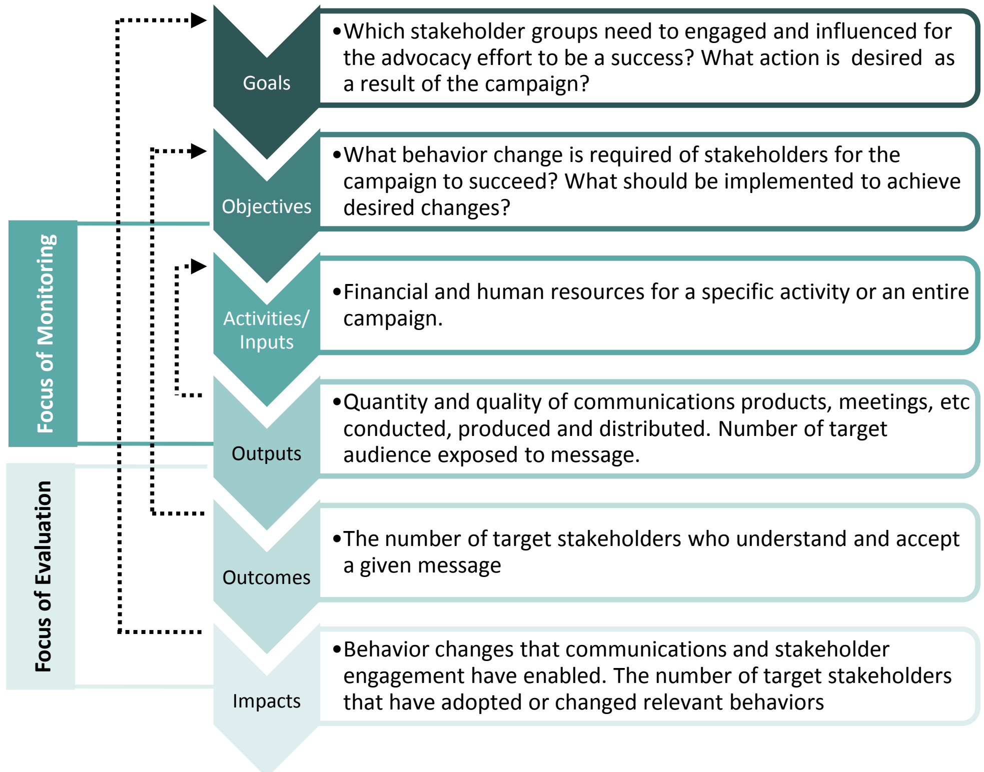
Monitoring and evaluation is a time to step back, assess the progress and performance of the campaign, and make any changes necessary. It is an opportunity to take a candid look at both success and failures, try to understand what led to them and what changes need to be made.

Monitoring and evaluation rely on comparing situations across time. Therefore, the processes need to be thought through while the schedule is established and activities are launched.

Monitoring and evaluation are interlinked, but distinctly different activities. **Monitoring** occurs on an on-going basis. It tracks whether activities are likely to achieve the planned results and how effectively the budget is being used. **Evaluation** looks at what was achieved as a result of the program. It occurs at specific times and assesses progress and achievements over a longer period of time.

Impact assessment goes further and looks at the ultimate benefits of the program after the program or campaign has been completed. Impact is very difficult to measure because it is hard to figure out what would have happened in the absence of the program. Reliable impact assessment requires sophisticated techniques starting with baseline data. Because impact is so difficult to measure, an organization needs to carefully evaluate the resources that can be allocated to this process, and whether an impact assessment is feesible. It is rare that an organization can undertake an impact assessment using its own resources. An independent evaluation expert should lead this process to ensure that the results are credible.

Don’t forget to report on successes or progress! Accurate reporting of successes and lessons learned leads to increased trust, transparency and accountability.



The graphic above shows how the monitoring and evaluation process fits into the program planning and implementation process and gives examples of each step.[27]

Goals are what the campaign seeks to achieve overall, namely the change that the advocacy campaign has set out to achieve.

Objectives are the specific steps that the campaign must achieve in order to realize the goal.

Activities are the work that is performed as part of the campaign. Activities utilize inputs through tasks like conducting research, facilitating meetings, hosting events and providing training to produce specific outputs.

Inputs are all the resources that will be used to implement the program, including money, people and material resources. Monitoring inputs to see if they are being utilized as planned provides an opportunity to make proactive adjustments to activities in the event of a divergence.

Outputs are the immediate results derived from the activities of the project. Some examples of outputs are policy recommendations, studies or reports, information campaigns, and drafts of legislation.

Outcomes are the short-term and medium-term results of the outputs such as changes in knowledge and/or behavior, improved practices, and improved legislation passed.

Impact is the long-term results and tie back to the overall goal of the advocacy campaign. Impact may be increased employment, improved health or higher wages for women.

[27] Adapted from Herzberg and Wright *PPD Handbook* and IFC *Strategic Communications for Business Environment Reform.*

Examples of Evaluation Questions[28]

Advocacy Objective

- Is your advocacy objective moving smoothly through the process or have you encountered some obstacles? What are the obstacles and how can they be overcome?
- What else can you do to move your objective forward? Would building new alliances or increasing your media outreach help move your objective through the decision-making process?
- If your objective does not seem achievable, should you alter it? What would be achievable? Could you achieve part of your objective by negotiating or compromising?
- Are the objectives still appropriate? Are some redundant? Are new objectives needed?
- How much does the policy/program change reflect your objective? Did you win your objective entirely, partly, or not at all?
- Can you/should you try to achieve the rest of your objective during the next decision-making cycle? Or should you move on to an entirely new advocacy objective? What are the pros and cons for each decision?
- Did the policy/program change make a difference to the problem you were addressing? If you achieved your objective in whole or in part, has it had the impact you intended?

Activities

- Should the priority of activities be changed?
- Should some activities be stopped because they are ineffective or because they are too costly in time or resources?
- Should new activities be added?
- Have the target audiences changed?
- Are resources sufficient to carry out all the activities? Is more fundraising needed?

Message Delivery/Communications

- Have audiences changed? Can policy maps be updated with new audiences or new knowledge about audiences and their attitudes and beliefs?
- Did your message reach the key audiences? If not, how can you better reach these audiences?
- Did your audiences respond positively to your message(s)? Which messages worked? Why? Which did not work and why? How can you alter the messages which were not effective?
- Which formats for delivery worked well? Which were not effective and why? How can these formats be changed or improved?
- Did you receive any media/press coverage? Was it helpful to your effort? How could your media relations be improved?

Use of Research and Data

- How did using data and research enhance your effort?
- Were data presented clearly and persuasively? How could your presentation be

[28] Adapted from Sharma *Introduction to Advocacy* and the WHO's *Advocacy Guide*

improved?
- Did your advocacy effort raise new research questions? Are more data needed to support your advocacy objective? If so, are the data available elsewhere or do you need to conduct the research?

Decision-Making Process

- How is the decision-making process more open because of your efforts?
- Will it be easier to reach and persuade the decision makers next time? Why or why not?
- How many more people/organizations are involved in the decision-making process than before you began?
- How has this helped or hindered your efforts?
- How could you improve the way you move the decision-making process forward?

Coalition Building

- Was your coalition successful in gaining attention to the issue and building support for the advocacy objective?
- Was information distributed to coalition members in a timely fashion? How could information dissemination be improved?
- Are there any unresolved conflicts in the coalition? How can these be addressed and resolved?
- Is there a high level of cooperation and information exchange among coalition members? How could internal coalition relations be enhanced?
- Did the coalition gain or lose any members? How can you enlist new members and/or prevent members from leaving?
- Can the current advocacy group carry out all the listed activities? Are new members needed? Are new skills needed?
- How was your network been helpful to your advocacy effort? How can you expand your network?

Overall Management/Organizational Issues

- Is your advocacy effort financially viable? How could you raise additional resources?
- Is the accounting system adequate? Can you provide to funders an accurate accounting of how money was spent?
- How could your financial resources have been used more efficiently?
- Were all events produced successfully and meetings run smoothly? Which were not and why not? How could logistics be improved?
- Are you or your organization overwhelmed or discouraged? How could you get more assistance? Should you narrow your goal or extend your time frame to make your effort more manageable?

PART TWO: Using Public-Private Dialogue for Advocacy

Preparing for Public-Private Dialogue

Increasingly, civil society organizations are partnering with government and business to address public policy issues that are important to all sectors. The process for forming an advocacy campaign outlined in the previous section includes important advice on how to integrate and reach out to many diverse stakeholders. These stakeholders should include members of the public sector (such as government officials) and the private sector (such as business owners).

This Section Will:

- Explain the public-private dialogue (PPD) method
- Help identify participants for the PPD;
- Provide techniques for recruiting the private sector to participate in an advocacy campaign.

What is Public-Private Dialogue?

Public-private dialogue (or PPD) is interactive and involves both public and private sector earlier in the process, often as early as the problem identification stage. PPD mechanisms can be structured or ad-hoc, formal or informal, wide-ranging or focused on specific issues. They often originate with governments seeking constituent input on reforms, but are increasingly being initiated by private sector organizations such as business associations and chambers of commerce. Civil society organizations like NGOs have an important role to play both in terms of contributing to the issue analysis and identifying policy solutions as well as in managing the PPD process itself.

As facilitators, NGOs can raise the quality of the dialogue to ensure that all parties are engaging in a constructive, transparent manner. The private sector can be a source of creative ideas for how to solve problems, but they often think it is difficult to work with the government, and they may be used to only approaching government with requests for special favors. The public sector sometimes does not understand the private sector or distrusts them. By handling the considerable work of managing the dialogue process, NGOs can increase the likelihood that government and business parties will come to the table and establish a productive working relationship.

The more people that are involved in the reform process, the more likely the most important issues will be addressed and the best solutions will be found. Dialogue also improves the transparency of political processes and fosters support for democracy by increasing participation of businesses. It increases the accountability of government and makes them more responsive to democratic processes. The very process of regularly bringing together people from different segments of society can build trust and understanding and increase dynamism in the country.

Participants

The stakeholder analysis discussed in part one (see page 10) is important for determining who should participate in the PPD. Below are some questions to think about when selecting participants:

- Who (individuals and agencies) is most willing and capable to engage?
- Who is necessary for the PPD to succeed? What is their capacity and interest?
- Who could be brought in to add strength and enthusiasm?
- Who else would have an interest in the outcome? Who are the opponents?

There are four categories of stakeholders that are required for a successful PPD. Often, there will not be strong representatives in all four categories, but strong facilitation can compensate for weaknesses in some areas.[29]

1. **Public sector**: Represented by a governmental official, the public sector must display sufficient capacity, political will and leadership to engage in the PPD. In order to have credibility, government representation should be at the highest appropriate level. Continuity, however, is more important than level. It is not enough to have a representative of the same department; the same individual should commit to the process so that strong relationships are built and each meeting can build on the one before.

   PPDs linked to the President or Prime Minister's office can benefit greatly from the high level support, but they are often most effective when associated with the appropriate substructure within the government. For example, a PPD working on health issues should be linked with the Ministry of Health because they are the most knowledge people. They are also likely to be the people responsible for implementing a change and are less likely to resist the change when they are involved in the process. A decision map (see the section on Audience on page 8) can help in determining the appropriate government counterpart.

[29] Herzberg and Wright. *PPD Handbook.*

2. **Private sector**: The private sector, often represented by businesspeople, needs to be organized, have leadership and feel a basic sense of security in speaking out to government without fear of being penalized. Focused outreach efforts may need to be taken to seek out women to participate, since they are often not well represented in traditional business associations for a variety of reasons. They may be purposely excluded or feel unwelcome, they may have less time to participate given their greater domestic responsibilities, and or they may feel traditional associations do not represent their interests.[30]

3. **Champion**: A champion needs credibility, expertise and the ability to get media attention. The person needs to have the respect to encourage participation and keep the process moving, but should not be so dominating that the process becomes dependent on them or they set too narrow an agenda.

4. **Facilitator**: The facilitator is the backbone of the PPD and provides managerial, logistical, and analytical support required to ensure the process is constructive and leads to results. Often, this is the role that civil society will play in a PPD.

Profile of a Champion:
Afnan Al Zayani, Bahrain hub leader from the MENA Businesswomen's Network[31]

Afnan Al Zayani was named one of the 100 most influential Arabs in 2008 by ArabianBusiness.com, recognizing her as "one of the most accomplished women in the region."

Al Zayani is the president of Al Zayani Commercial Services W.L.L., specializing in the sale and trade of technologies. Her activity in the world of business, has led to her earning several achievement awards including the Ministry of Education Honors award in 1977, the National Achievement Award in 1992, and the Best Business Professional in the Middle East Award in 2004.

Al Zayani joined a Steering Committee which became an integral part of the MENA Businesswomen's network in 2005. Al Zayani believes that women will "help other women at the grassroots level, adopt women advocacy issues to lobby for legislation and implementation of those legislations, to further empowering women. The businesswoman network will contribute to developing the national economy in their country."

Al Zayani recognizes that progress in her country depends on full participation from men *and* women. If women were fully protected within the judicial system, the payoff would be immediate—secure, stable families, and lasting contributions to the development of Bahraini society.

Afnan engaged various sectors of the community, including civil society and government agencies, to ensure the passing of the first written personal status law which protects the rights of Sunni Muslim women in cases of divorce and child custody.

[30] Simavi, Manuel and Blackden. *Gender Dimensions of Investment Climate Reform.*
[31] http://www.menabwn.org/content/take-active-role-society-and-nesver-give and http://www.vitalvoices.org/vital-voices-women/featured-voices/afnan-al-zayani

Recruiting the Private Sector

There is often a surprisingly large overlap between economic and social issues. Causes traditionally promoted by civil society like health, education, and safety all have strong impact on business. And traditional business issues like regulation have impact on employment, women's rights and poverty reduction. But if there is not a strong history of public-private dialogue in the country, the private sector may need to be convinced of why they should participate.

In recent years, businesses have increasingly become interested in getting involved in social issues, reflecting the interests of all of their stakeholders (investors, employees, the community and the environment) in the company's policies and procedures. Using facts and figures to make a compelling case to businesses is often effective. For example, since women comprise 40% of the global workforce,[32] greater effort needs to be made to try to meet the needs of women in the workplace.

As with advocacy in general, preparation, research and analytical thinking go a long way in improving the effectiveness of the effort. It is important to understand each business and what skills and knowledge businesspeople may have. It may be specifically related to what they produce (like medical supplies or pharmaceuticals) or may relate to how they run their business (like logistics, distribution or marketing). Their strengths may be utilized to solve the problem identified or in managing the dialogue process itself. There are five general areas that should be examined for potential private sector contribution.

[32] http://www.imf.org/external/pubs/ft/fandd/2006/03/picture.htm

Categories of Potential Private Sector Contributions[33]	
Knowledge	May be useful for workforce development, skills training, health needs, reaching certain populations, infrastructure needs that would help business and benefit the community.
Planning and Operational Expertise	Much of advocacy shares skill sets with business functions like marketing, strategic planning, project management, and organizational development.
Relationships and Credibility	Businesspeople often have extensive networks (and different ones from civil society) that can be used to reach audiences, spread information and recruit allies. Their participation often lends credibility and can increase visibility and validate authority.
Access to Resources	Time of executives, employees, perhaps facilities. They may donate products, services or money.
Organizational Culture	The fast pace of the business world and emphasis in action might help if others get bogged down in analysis. Businesspeople tend to be more focused on measurable indicators and outcomes rather than process. They may be less risk adverse and more willing to experiment with new ideas.

It is important to not view the private sector as a single entity, but rather approach them in way that demonstrates each members contribution but also pointing out many common concerns. It may make sense to approach businesses at an industry level or by a geographic grouping or both.

Because it may not be obvious to a businessperson why they should participate, when approaching them, it is important to understand what their motivations are. The tools in section one for analyzing the audience are helpful here for trying to determine the best message to reach those people most critical to the success of the PPD (see page 8). It is useful to try to assess whether they are more motivated by advancing their company's success or their own personal goals. It is also helpful to understand whether they might be willing to participate because they feel they have a moral imperative or if they are more cynical and will only participate if they will see a direct benefit.

[33] Council on Competitiveness. *Engage.*

Potential Recruitment Pitch Points[34]			
		Motivation	
		Philanthropic	Strategic
Interest	Personal	• Improve the overall regional economy and quality of life • Increase educational opportunities and the availability of jobs in the region • Ensure that your children, grandchildren have opportunities to remain in the country and region	• Develop relevant career skills such as public speaking, negotiation, etc • Network with potential suppliers, customers and others important to your career • Improve your professional reputation by providing benefit to your firm and the region
	Business	• Enhance your firm's reputation by demonstrating commitment to the community • Increase employee recruitment and retention by improving the regional quality of life and employee loyalty • Improve relationship with other community members • Ensure that your firm has the support of the region and a supportive environment to continue operating in the region	• Expand the number of potential employees and improve the quality of the available workforce • Increase employee and customer loyalty • Gain access to supplies, customers and other regional institutions • Increase access to markets and capital • Ensure that your firm has the support of the region and a supportive environment to continue operating in the region

The order in which businesspeople are recruited may matter. It can enhance the credibility of the effort to get the early involvement of highly-regarded individuals and may make it easier to recruit entrepreneurs and small business owners.

It may seem to make more sense to most actively recruit just the largest and most influential domestic companies and foreign investors since it is more difficult and time-consuming to recruit a large number of small companies rather than a small number of large companies, but it is important to have representatives from all segments of the economy. Small or medium size businesses are often a large source of employment and therefore it is important that they participate.

[34] Adapted from Council on Competitiveness. *Engage.*

Managing Effective Public-Private Dialogue

Leading a large group of people from diverse backgrounds through a process of discovering, analyzing and coming to consensus on solutions to social and economic problems requires substantial leadership and organization.

This Section Will:

- Provide guidelines for how to structure a PPD advocacy campaign;
- Show how to manage the work of a PPD;
- Describe how to reach out to stakeholders, audiences, and other key players;
- Guide the campaign in how to effectively monitor the work done and evaluate the effectiveness of that work.

Structure

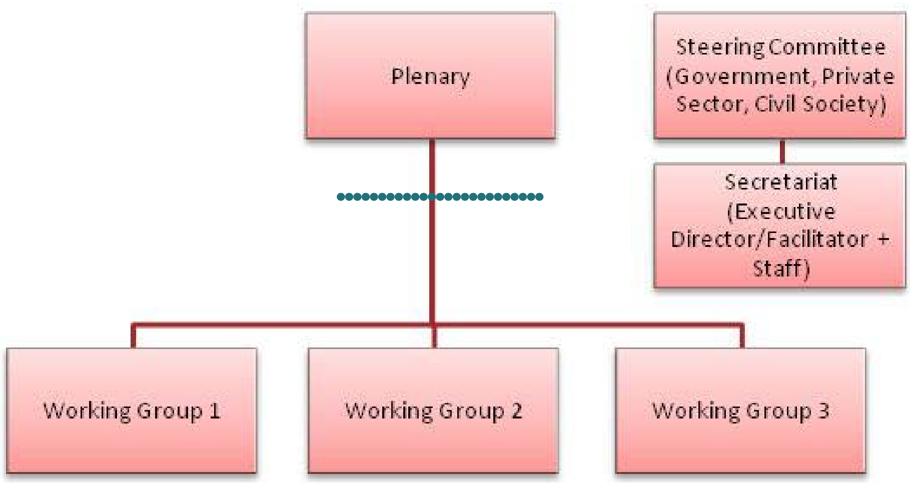
Public-private dialogue can be done on an informal or ad hoc basis or by using a formal structure, depending on the type and scale of the advocacy campaign. Formal structures are usually more effective and provide a better framework for long-term, on-going participation by key stakeholders, while informal structures would likely be appropriate for a local campaign. Examples of both structures are given below. The key is to ensure that a strong **facilitator** manages the relationships and drives the agenda forward.

Finding the appropriate number of participants requires balance. In order to get the best outcome, the right people need to participate and the group needs to be representative. But a group that is too large is difficult to manage and keep focused on the task. With too many people, it is easier for the dialogue to get sidetracked by peripheral issues or get bogged down in logistical or personality conflicts.

A way to keep the group large and representative enough to have legitimacy, but still be able to work effectively is to have a large plenary, which all participants attend, with smaller working groups. Working groups can be organized based on issue or industry in order to get the people with the most expertise on an issue together. They can also be geographically-based in order to facilitate meetings and limit the number of sessions requiring many people to travel. In the case of geographically-based working groups, it is important to make sure that there is sufficient commonality of interest on issues. It may make sense to combine several municipalities or groups in a way that does not correspond to political boundaries. For example, it might not make sense to include both agricultural and industrial businesses, even if they fall in the same geographic area.

Formal Structure

Formal structures have well-defined roles and responsibilities for all those participating in the PPD, and divides the participants into working groups that report out to the rest of the participants during plenary sessions. This structure also often has a coordinating body and formalized methods of communications throughout the group.



The **secretariat** coordinates the work of the PPD, including supervising the working groups. Since this group is responsible for facilitating constructive dialogue between the government and business community, it is an important role for an NGO to play. The secretariat sets agendas, organizes meetings, liaises between the different groups, and manages communications and outreach. The secretariat usually answers to a steering committee of key senior stakeholders. The staff usually consists of an executive director (who may also play the role of facilitator), technical experts and administrative support staff. The secretariat is responsible for making sure the right people are participating and recruiting additional people with specific expertise or who represent certain constituencies when that is required.

> **Useful Skills for a Facilitator**
>
> - Negotiation
> - Interpersonal skills
> - Organization
> - Strategic thinking
> - Detail-orientation
> - Patience
> - Clear, concise writing
> - Creativity
> - Ability to take control respectfully

The **facilitator** is responsible for managing all the relationships. The advocacy tools in the first section are particularly important for informing this work. The facilitator should consult with all the stakeholders and try to foster broad participation and compromise. In the event of conflicts or disputes, the facilitator should mediate behind the scenes.

In countries with PPD structures already in place, it may not be necessary or wise to create a brand-new entity. Below are some factors to consider when examining whether the existing structures have the potential to be sufficiently responsive to women's issues.[35]

- How many members of the PPD forum have the specific mandate to represent the interests of women?
- What linkages do members of the PPD forum have with women or with women's organizations?
- What activities has the PPD forum undertaken to identify and act on issues faced by women?
- What issues affecting women has the forum discussed in the past six months or year?
- Are there success stories of tackling issues that had an impact on women?

Managing the Work of a PPD

Unlike traditional advocacy where much of the analysis and work is done in the preparatory phase, the work of public-private dialogue is primarily advanced in meetings. Therefore, it is essential that PPD meetings are well-run and facilitated in order to achieve successful outcomes.

Given the very busy schedules of the participants, planning far in advance is critical. Sustained participation is more likely when a detailed timetable is agreed upon in advance so participants can plan and put dates on their calendars. This timetable should include dates for plenary meetings and other events as well as deadlines for working group work. Publishing the dates and communicating them broadly also creates internal pressure on participants to meet their own deadlines.

> **Details Make a Big Difference**
>
> - Think about the time to schedule meetings. Businesspeople may be more likely to attend when meetings are at lunchtime or in the evening with refreshments. Women may be most likely to attend during the daytime.
> - Send invitations (especially to plenary meetings and events) as far in advance as possible (more than a month). Reminders can be sent so they are not forgotten.
> - Send preparatory materials or background reading far in advance, especially if it is anticipated that participants will want to get feedback from stakeholders who may not be participating.

[35] Adapted from Simavi, Manuel and Blackden. *Gender Dimensions of Investment Climate Reform.*

Like the number of participants, the frequency of meetings also requires a balance. With too frequent meetings, participants can easily feel overburdened. And if there is not enough time in between meetings to complete work, participants may become frustrated by the lack of progress. On the other hand, meetings need to be frequent enough to keep momentum going. For larger, more formal groups, a good rule of thumb is every three months for a plenary with working groups meeting more frequently if necessary. But for smaller, more informal groups, more frequent meetings are likely necessary, but of course this should be adapted to whatever is appropriate for the circumstances and the participants.

Clear meeting agendas that are communicated well in advance are helpful for keeping meetings productive and as short as possible. Each meeting should have a clear purpose and objective. It should not be too ambitious so participants do not feel rushed or get frustrated by not making it through the whole agenda.

Meetings require a strong facilitator who is able to keep the discussion moving forward and politely keeping people from digressing or speaking too long at the expense of other opinions.

Secretariat staff takes minutes of all meetings and distributes them. The minutes do not need to be a verbatim transcript of what was said, but should include at least a summary of the discussion, what decisions were taken and why, and who agreed to do what tasks by what date. Often, many suggestions will be raised during a meeting and it is the responsibility of the secretariat to capture these ideas, do additional research when necessary, analyze the options and present them back to the working group for discussion and decision-making. Since people generally find it easier to react to something than to create it themselves, taking a leadership role can produce more and faster results.

Taking Minutes

Draft minutes should be distributed to the participants for comments. If the topics are particularly controversial and the secretariat wants to protect itself, it can get signatures of the participants. Otherwise it can follow the rule that "silence implies consent."

Using working groups to filter proposals can reduce the work of plenary sessions and keep discussions focused. Even when decisions need to be made by the larger group, working groups can limit the options and prepare issue papers that present various viewpoints, thereby reducing the deliberation time of the larger group. The chairperson of working groups can be someone from the secretariat or someone from the committee. Representatives from civil society can make excellent chairpersons because they are not seen as private or public sector. The most important qualifications are expertise in the subject area and respect by the working group members. This person should be able to ask specific questions that move the work forward and conduct the analytical work described in part one of this toolkit.

In between working group meetings, the secretariat may be required to conduct research or analysis on behalf of the members. They also keep track of action items and make sure participants are following through with their commitments.

The final products delivered by working groups like decisions, issue papers or options for plenary-level decisions should be clearly and concisely written with thoughtful analysis supported by thorough research. They should include a timetable for action items and for implementation.

After working through the structure of the PPD, it is also helpful to create a document that outlines the plan for the PPD and the goals that the PPD would like to reach over time. A group in Tunisia prepared a business plan that clearly defines the goals, structure, timelines, and budget for the partnership. **This plan is included in Annex H**.

Summary of Role of Facilitator[36]

- Define the timetable well in advance and stick to it
- Do preparatory work between meetings
- Privately resolve disputes between participants when mediation is needed
- Ensure recommendations are clear and compelling
- Pay close attention to logistical details
- Promptly provide full and transparent documentation
- Defuse potentially contentious issues
- Use a combination of issue expertise and political savviness

Outreach

Active communications activities can sustain the energy level required to make progress on the issues. Public declarations of commitments and deadlines are especially motivating for keeping a process moving forward. In some countries, PPD organizations have published specific names and pictures of ministers who have made commitments to take action.[37] The methods of communication discussed in part one are applicable to PPDs as well. Careful attention should be paid to audience analysis as there may be more need to communicate with the general public. As with any advocacy effort, it is important to keep language simple and focus on progress, achievements, and ultimate impact.

Logos, such as the ones below, and branding can be important for communicating and for conveying meaning and setting image.

mena Businesswomen's Network
شبكـــة سيـــدات الأعمـــال

CLIME
مركـــز الحريـــة في الشـــرق الأوســـط
Center For Liberty In The Middle East

مجلس سيدات أعمال أبو ظبي
Abu Dhabi Businesswomen Council
(UAE)

AWTAD أوتاد
Association for Women's Total Advancement & Development
We Make It Happen

[36] Herzberg and Wright. *PPD Handbook.*
[37] Herzberg and Wright. *Competitiveness Partnerships.*

Budget

Budgets for public-private dialogue mechanisms should include the following:

Salaries: Staff size will vary with the scope of the PPD. It is possible to manage a PPD with few people who handle both coordination and facilitation activities and supplement their work with consultants who provide technical expertise for issue and proposal analysis, legal work and economic analysis. When there are many working groups, it may be worthwhile to have a full-time logistics coordinator.

Operating Costs: Operating costs include space rental, communications expenses, computer equipment, photocopiers, telecommunications and transport. The amount of space required depends on whether the PPD secretariat must host working groups meetings or whether space in a government office, business association, NGO or donor office can be used.

Activities Costs: Activities costs primarily relate to events and publications such as meals and refreshments, space rental, editing and printing.

Income, in terms of monetary support as well as in-kind donated goods and services, should be closely tracked.

The PPD budget is very similar to that of the advocacy campaign's overall budget. **For an example of a PPD budget, see Annex G.**

Monitoring and Evaluation

The monitoring and evaluation tools from Part One are also important for PPD (See page 40). Additional tools are presented below.

Monitoring is important for the stakeholders to see progress in the process if they get frustrated in the in the lack of concrete outcomes. An issue tracker like the one below is a simple way to show progress and keep working groups informed about what is occurring throughout the initiative.[38]

Issue Tracker					
No.	**Issues**	**Recommendations**	**Progress**	**Current Status**	**Implementation**

But it must be taken into consideration that a PPD process is often politically sensitive. Being too prescriptive or focusing too early on desired outcomes (e.g. laws or regulation passed) may be seen as

[38] Herzberg and Wright. *PPD Handbook.*

presumptuous or accusatory by the government.[39] The issue tracker should be maintained in a way that will not damage important relationships.

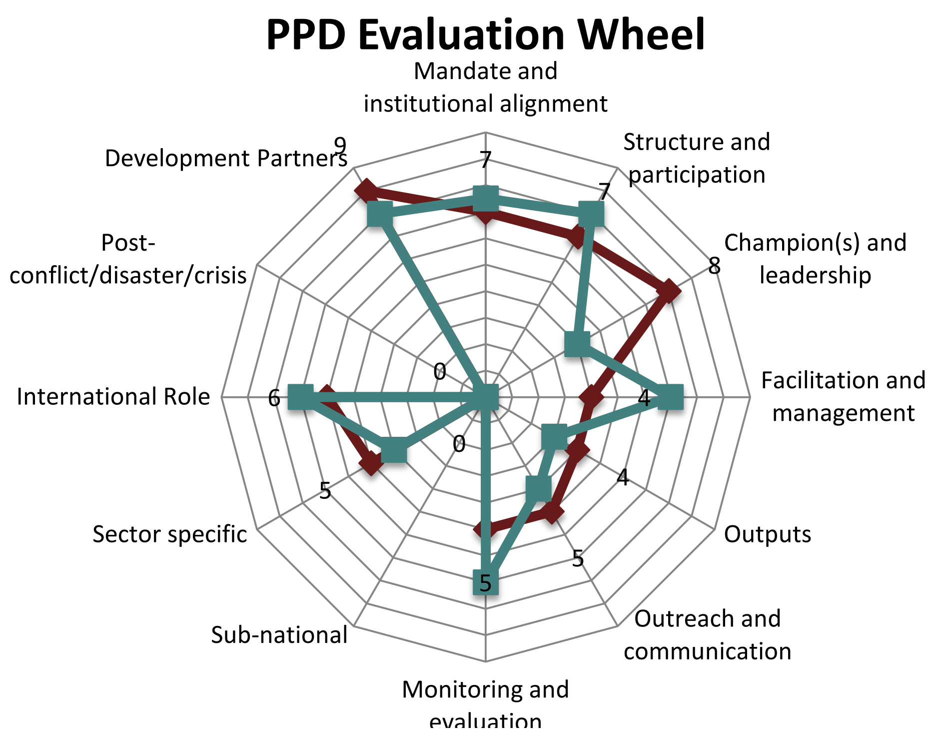
The value of PPD goes beyond the policy outcomes to the benefits from the process itself, such as increased trust, transparency, and accountability. To make sure the process is sufficiently responsive to women and women's issues, the following indicators can be used:

Gender-focused PPD Indicators[40]

Indicator	Gender Focus
Output Indicators	
• Representation in PPD institutions: o Plenary o Working groups o Secretariat	• Number and/or percentage of men and women represented in these institutions • Percentage of men and women managers and staff in the PPD secretariat
• Number of meetings of PPD plenary and working groups	• Number and/or percentage of men and women at these meetings
• Substantive PPD and reform issues discussed	• Qualitative indicator: extent of attention to gender issues in the substantive agenda
• PPD institutions: operation and accessibility	• Timing of meetings suitable for women • Accessible and safe location • Welcoming of women
• Number of operational manuals produced • Training and outreach	• Qualitative indicator: gender-inclusive focus, gender issues articulated and addressed • Core indicator: number and/or percentage of men and women participating or benefiting
• Number of media appearances and other outreach and communications	• Number and/or percentage of men and women at these appearances • Attention to gender issues in media appearances
Outcome indicators	
• PPD reforms implemented	• Gender-responsiveness of reforms implemented • Proactive engagement of women (and women's associations) in reform programs

[39] Herzberg and Wright. *PPD Handbook.*
[40] Simavi, Manuel and Blackden. *Gender Dimensions of Investment Climate Reform.*

Another tool to help measure and evaluate progress is an Evaluation Wheel. An evaluation wheel is a management tool that provides a visual picture of the relative strengths and weaknesses of a PPD[41]. Twelve elements of the PPD process are scored on a scale of 0-10. Combining ratings from various sources such as focus groups, interviews, surveys and desk studies provides an overall picture of the PPD. The data can also be separated out so that different stakeholder groups can be compared to each other. Aspects that are rated high by one group, but low by another will require further investigation. Elements that are universally rated low will need to be addressed and possibly redesigned. Comparing wheels over time shows if efforts to improve the PPD process are effective.



This tool was developed for donor-supported PPDs focusing on investment climate reforms. The components and indicators should be modified to reflect the campaign's or PPD's priorities for monitoring. The score for each of the 12 elements is determined by taking the average of several indicators (**see Annex I for a list of the standard indicators with an adaption for gender issues**). Some elements that may not be relevant, such as Sub-national or Post-Conflict/Reconstruction can be given a weighting of 0 so they do not appear at all. Others that are seen as priorities can be weighted higher than others that are less important.

[41] Herzberg and Wright. *PPD Handbook*.. An MS Excel version of this tool can be downloaded at http://publicprivatedialogue.org/tools/ANNEXES/evaluation_tool/. This tool has built-in formulas for calculating indicator-level and element-level averages and for weighting the elements.

12 Elements of the PPD Evaluation Wheel[42]	
Mandate and institutional alignment	What are the objectives of the PPD, and what is its mandate toward the government and the private sector? How does it fit with current institutions?
Structure and participation	How is the PPD structured; does it enable balanced and effective participation?
Champions and leadership	Has the PPD identified champions, and how has it tried to leverage them over time to impact the effectiveness of the dialogue process?
Facilitation and management	Did the PPD engage suitable facilitators and/or managers? How has their role been defined? Have they managed to effectively ensure cohesion and performance? What conflicts did they manage and how did they resolve these?
Outputs	What outputs does the PPD produce, and under what internal processes? Have outputs from the PPD contributed to agreed-upon development outcomes in the shape of structure and process outputs, analytical outputs, or recommendations?
Communication and outreach	Has PPD communication enabled a shared vision and understanding through the development of a common language and built trust among stakeholders?
Monitoring and evaluation	Is there regular reporting on the process, activities, outputs, and outcomes of the PPD, and provision of follow-up actions to problems identified in these reports?
Sub-national	Has the dialogue been conducted at all levels of decision making down to the most local level possible and involving microentrepreneurs, SMEs, and local stakeholders?
Sector-specific	Have sector-specific or issue-specific public-private dialogues been encouraged?
International Role	Does the PPD represent and promote national and regional interests of both public and private actors in international negotiations and international dialogue processes?
Post-conflict/disaster and crisis mitigation/ management	Has the PPD contributed to consolidating peace and rebuilding the economy through private sector development in post-conflict and crisis environments, including post–natural disaster?
Development partners	How dependent is the PPD on the input and support of donors? How has the donor agenda affected the decisions of the PPD?

[42] Herzberg and Wright. *PPD Handbook.*

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Annex A: Advocacy Plan Tools

Questions to Guide Analysis of the Problem

How many people does it directly affect? Who are they? Where are they?

____
____
____

Are there any secondary effects? (e.g. poor primary education leads to illiteracy, which leads to reduced earning potential)

____
____
____

Has the problem been getting worse, staying the same or getting better?

____
____
____

What is the history of the problem? When did it begin? How did it become a problem?

____
____
____

Have there been attempts to solve the problem? Did they have any effect (good or bad)? Why didn't they work?

____
____
____

Why hasn't the problem been solved yet? What is standing in the way?

____
____
____

SUMMARY OF THE PROBLEM:

Checklist of Consideration for Articulating the Solution

Has there been input from a broad range of people?

Are your supporting arguments for this solution sufficient to be persuasive? (Data and quantitative analysis is often the most persuasive)

Is it possible the solution will lead to unintended consequences or undesirable side effects?

Are there any aspects of the legal or political system, culture or social norms that will help or hinder efforts?

Is the level of detail in your solution sufficient to ensure it is interpreted correctly?

How likely is this solution to solve the problem?

Is it realistic?

____
____
____

How much will the solution cost?

____
____
____

Is it cost-effective? (in turns of financial cost and cost of time and effort involved)

____
____
____

Are there any important timing issues to consider, such as elections, legislative schedules, conferences, summits, holidays, festivals, sporting events

____
____
____

SUMMARY OF THE PROBLEM:

Issue Matrix

Issue Matrix	
<u>Current Situation</u> +	<u>Proposed Situation</u> +
<u>Current Situation</u> –	<u>Proposed Situation</u> –

ADVOCACY OBJECTIVE:

Decision Map

Step 1: ____

Step 2: ____

Step 3: ____

Step 4: ____

…

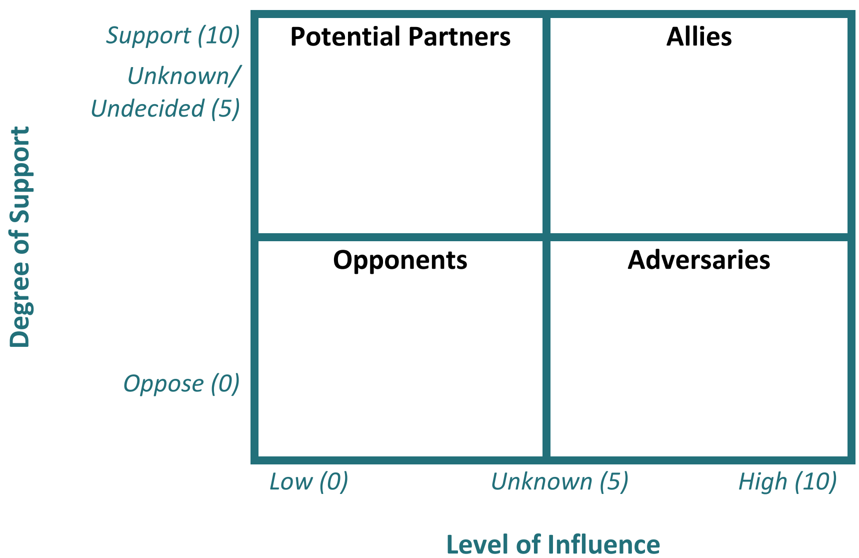
Step X: ____

Audience Knowledge and Attitudes Chart

Audience Knowledge and Attitudes Chart			
Audience	Audience knowledge about issue	Audience attitudes about issue/objective (for, against, undecided, unaware, uninterested)	Issues that the audience cares most about

Stakeholder Map

Stakeholder Map



Stakeholder Identification Table

Stakeholder Identification Table				
Category	**Description**	**Stakeholder Group (Public Sector, Private Sector, Civil Society, International Community**	**Interests at stake in relation to the advocacy objective**	**Potential impact on the advocacy campaign's success: Positive (+), Neutral (0), or Negative (-)**
Most Important				
Very Important				
Important				

Message Development

What change is being sought?

____
____
____

Why is this change important? (the positive result of taking action or the negative consequences of not taking action)

____
____
____

How should the change occur?

____
____
____

What action is being requested of the audience?

____
____
____

Message Development

Message Development				
Stakeholder	Current Position (For, Against, Undecided, Unaware, Uninterested)	What is Most Important to the Stakeholder	Message Purpose (What do you want the stakeholder to do?)	Message Content

One Minute Message

Statement:

____

____

Evidence:

____

____

Example:

____

____

Action Desired:

____

____

Issue Tracker

Issue Tracker					
No.	Issues	Recommendations	Progress	Current Status	Implementation

Annex B: Resources for Research

Resources

- Survey Monkey - http://www.surveymonkey.com (free web-based surveys)
- Twitter - http://twitter.com (free micro-blogging website)
- Tumblr - http://www.tumblr.com (free iPhone publishing app that allows you to share all forms of media)
- Flickr - http://www.flickr.com (free photo sharing website)
- Drupal - http://drupal.org (free open source content management platform for blogs and websites)
- Facebook – http://www.facebook.com (free social network service)

Research

- L'Association Démocratique des Femmes du Maroc, ADFM advocacy campaign for the Moudawana in Morocco http://www.adfm.ma/spip.php?article514&lang=en
- Global Rights, Promoting Women's Human Rights through Strategic Lawyering http://www.globalrights.org/site/DocServer/Maghreb_Lessons_learned_workshop_report.pdf?docID=3006
- Hope for Hurting Families: A Guide to Co-Located Services in the Middle East http://www.familyjusticecenter.org/ebook/catalog.html
- Center for International Private Enterprise http://www.cipe.org/publications/papers/index.php
- United Nations Women Watch http://www.un.org/womenwatch/directory/research_institutes_10139.htm
- **Center of Arab Women for Training and Research** http://www.cawtar.org/index/Lang/en-en/Topic/Library-databases **and** http://www.cawtar.org/index/Lang/en-en/Topic/CAWTAR_specialized_sites
- International Foundation for Electoral Systems http://www.ifes.org/Content/Projects/Middle-East-North-Africa/MENA/Status-of-Women-in-the-Middle-East-and-North-Africa.aspx
- Centre for Development and Population Activities http://www.cedpa.org/files/666_file_advocacy_english_all.pdf
- United Nations Economic and Social Commission for Western Asia http://www.escwa.un.org/information/pubcategory.asp?category=Studies

- Freedom House http://www.freedomhouse.org/template.cfm?page=444
- McKinsey & Company http://www.mckinsey.com/clientservice/Social_Sector/our_practices/Economic_Development/Knowledge_Highlights/empowering_women.aspx
- Goldman Sachs http://www2.goldmansachs.com/citizenship/10000women/index.html
- World Bank http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/MENAEXT/0,,contentMDK:21186789~menuPK:247621~pagePK:146736~piPK:146830~region:119229~theSitePK:256299,00.html
- Carnegie Endowment for International Peace http://carnegieendowment.org/regions/?fa=list&id=120
- United Nations for Gender Equality and the Empowerment of Women http://www.unwomen.org/
- Women's Environment and Development Organization http://www.wedo.org/
- International Center for Research on Women http://www.icrw.org/
- Global Alliance Against Traffic in Women, Advocacy Campaign http://www.gaatw.org/index.php?option=com_content&view=article&id=585&Itemid=27

Annex C: Sample Endorsement Letter

Financing for Development 2008

Financing Gender Equality Key to Sustainable Development Results

Today's multiple crises, of food, fuel and finance, make clear that the conventional development paradigm, on which the Monterrey Consensus is based, is no longer viable. The promotion of market liberalization and fiscal austerity as the instruments for stimulating economic growth, and with it development, must be revisited.

International agreements, including the Millennium Declaration, the Monterrey Consensus, and most recently, the outcome document of the 2008 High Level Event on the MDGs, have endorsed economic policies that move beyond narrow definitions of income growth to embrace more equitable and sustainable development. The Monterrey Consensus referred to financing gender-sensitive, people-centred development as essential for responding to challenges of globalization. In addition, a growing body of evidence shows that investing in gender equality has a multiplier effect on productivity, efficiency and sustained economic growth and that increasing women's economic empowerment is central to achieving the Millennium Development Goals.

During the financing for development review process Member States underlined the need to address the quality of development and importance of tackling inequalities, including gender inequality. The Secretary-General's Report (A/63/150) stated that "there is a widespread view that there needs to be a better understanding of the role of women in development, moving beyond their roles as caregivers and labourers. Macroeconomic policies should be more coherent with other policies to achieve gender equality; for example, policies should take into account gender dimensions of tax issues, business cycles, employment and the unpaid 'care economy'."

Gender Equality: A Critical Development Challenge

The Doha Declaration, issued at the conclusion of the Follow-up International Conference on Financing for Development recognized these links, noting that gender equality and women's empowerment are essential to achieve equitable and effective development and foster a vibrant economy. The Declaration included specific commitments to eliminate gender discrimination in labour and financial markets as well as in the ownership of assets and property rights, business support services and economic programmes. The Declaration also contained specific commitments to capacity-building in gender-responsive public financial management, including gender budgeting.

References to the specific needs of women were also made within some specific sections of the financing for development agenda, notably foreign investment and the allocation of official development assistance (ODA).

Mobilizing domestic resources

The Monterrey Consensus identified domestic resource mobilization as essential for sustaining productive investment and increasing human capacities. Policies to achieve this include targeted public investments, fiscal and monetary instruments to moderate economic downturns, and policies to promote decent work. All of these serve to expand opportunities for women, and reduce the risks to which they are often subject, including job and income loss and limited access to public services.

Among the trade-offs of tight fiscal policy are stagnant employment opportunities and reduced spending on public services and social protection. These measures serve to oblige women to take on additional care-giving responsibilities, limiting their options for paid employment and entrepreneurial activities. Economic policies need to expand women's options across the labour market, and improve their access to finance and productive assets. Particular efforts are needed to reach the large numbers of women in informal work, including cross-border trade, and improve options for small farmers, the majority of whom in many countries are women.

United Nations Development Fund for Women UNIFEM

Tax policies also need to be revisited. Corporate taxes are widely underutilized in many countries, owing to the adoption of tax holidays to attract foreign investment, although these have proven irrelevant to investment decisions in many cases, especially in Africa. Instead, many poor countries have sought to broaden their tax base through indirect taxes, such as sales tax and user fees, which fall heavily on the poor and women as consumers of basic goods and services.

Increasing external resource flows towards gender equality goals

It is no longer possible to assume as the Monterrey Consensus does, that trade and investment liberalization will increase foreign direct investment, leading to economic growth and social development. In practice, foreign investment has been concentrated in a relatively small number of countries. Trade liberalization has resulted in few gains, and has seriously jeopardized food security in many developing countries, especially in Africa, where women are the primary producers as well as providers of food security.

At the 52nd session of the Commission on the Status of Women in March 2008, governments agreed that realizing the multiplier effect of gender equality on sustained economic growth requires gender-responsive macroeconomic policies as well as greater resources at all levels. At the Accra High Level Forum on Aid Effectiveness in September, they further agreed that "gender equality, respect for human rights and environmental sustainability are cornerstones for achieving enduring impact on the lives of poor women, men and children" and the need to increase the capacity of national development actors "to take an active role in dialogue on development'. UNIFEM work on gender-responsive budgeting and the implementation of the aid effectiveness agenda has shown the need to increase both financial and technical resources for gender equality advocates within government and civil society so that they effectively engage in national development planning and budgeting processes.

Ensuring Gender Equality in Development Financing: An Action Agenda

To sustain this momentum, and move towards a broader vision of human development, governments need to commit to:

- Expand fiscal policy space to encourage public investment in social infrastructure, the creation of decent work and social protection measures;
- Invest in capacity building for finance, planning and sectoral ministries to incorporate gender equality in macroeconomic policy frameworks and include costing estimates for gender equality in order to design and implement more effective programmes;
- Promote the use of gender-responsive budgeting in order to ensure equitable allocation of domestic and external resource allocations and monitor the impact of public revenue raising and spending on men and women.

An Expert Group Meeting convened prior to the 2008 Commission on the Status of Women 52nd session concluded that achieving gender equality goals requires a reallocation of existing resources and a huge injection of additional and predictable funding. In its Agreed Conclusions adopted in March 2008, the Commission urged Governments and other stakeholders to incorporate gender perspectives into all economic policymaking and noted that women's empowerment and gender equality are key drivers of actions to build food security, reduce poverty, safeguard the environment, and enhance development effectiveness and the impact of aid. Unleashing this potential requires policies that recognize and support women as agents of economic development and that actively promote—and finance—their full empowerment and rights.

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UNIFEM

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WE CAN END POVERTY 2015 MILLENNIUM DEVELOPMENT GOALS

UNITED NATIONS SUMMIT
20-22 September 2010, New York
High-level Plenary Meeting of the General Assembly

WE CAN

FACT SHEET

GOAL 5
Improve Maternal Health

TARGETS

1. Reduce by three quarters, between 1990 and 2015, the maternal mortality ratio
2. Achieve, by 2015, universal access to reproductive health

Quick Facts

* More than 350,000 women die annually from complications during pregnancy or childbirth, almost all of them — 99 per cent — in developing countries.
* The maternal mortality rate is declining only slowly, even though the vast majority of deaths are avoidable.
* In sub-Saharan Africa, a woman's maternal mortality risk is 1 in 30, compared to 1 in 5,600 in developed regions.
* Every year, more than 1 million children are left motherless. Children who have lost their mothers are up to 10 times more likely to die prematurely than those who have not.

WHERE DO WE STAND?

Maternal mortality remains unacceptably high. New data show signs of progress in improving maternal health — the health of women during pregnancy and childbirth — with some countries achieving significant declines in maternal mortality ratios. But progress is still well short of the 5.5 per cent annual decline needed to meet the MDG target of reducing by three quarters the maternal mortality ratio by 2015.

Progress has been made in sub-Saharan Africa, with some countries halving maternal mortality levels between 1990 and 2008. Other regions, including Asia and Northern Africa, have made even greater headway.

Most maternal deaths could be avoided. More than 80 per cent of maternal deaths are caused by haemorrhage, sepsis, unsafe abortion, obstructed labour and hypertensive diseases of pregnancy. Most of these deaths are preventable when there is access to adequate reproductive health services, equipment, supplies and skilled healthcare workers.

More women are receiving antenatal care and skilled assistance during delivery. In all regions, progress is being made in providing pregnant women with antenatal care. In North Africa, the percentage of women seeing a skilled health worker at least once during pregnancy jumped by 70 per cent. Southern Asia and Western Asia reported increases of almost 50 per cent, with coverage increasing to 70 per cent of pregnant women in Southern Asia and 79 per cent in Western Asia.

In 2008, skilled health workers attended 63 per cent of births in the developing world, up from 53 per cent in 1990. Progress was made in all regions, but was especially dramatic in Northern Africa and South-Eastern Asia, with increases of 74 per cent and 63 per cent, respectively.

Large disparities still exist in providing pregnant women with antenatal care and skilled assistance during delivery. Poor women in remote areas are least likely to receive adequate care. This is especially true for regions where the number of skilled health workers remains low and maternal mortality high — in particular sub-Saharan Africa, Southern Asia and Oceania.

HIV is also curtailing progress, contributing significantly to maternal mortality in some countries.

The risk of maternal mortality is highest for adolescent girls and increases with each pregnancy, yet progress on family planning has stalled and funding has not kept pace with demand. Contraceptive use has increased over the last decade. By 2007, 62 per cent of women who were married or in union were using some form of contraception. However, these increases are lower than in the 1990s.

Some 215 million women who would prefer to delay or avoid childbearing lack access to safe and effective contraception. It is estimated that meeting the unmet needs for contraception alone could cut — by almost a third — the number of maternal deaths.

Funding of reproductive and maternal health programmes is vital to meet the MDG target. Yet official development assistance for family planning declined sharply between 2000 and 2008, from 8.2 to 3.2 per cent. Other external funding has also declined. There is now less money available to fund these programmes than there was in 2000.

WHAT HAS WORKED?

- **Widening access to maternal health services in Egypt:** The Ministry of Health and Population significantly increased access to obstetric and neonatal care, in particular to vulnerable populations in Upper Egypt. About 32 maternity homes were constructed in rural areas. The number of births attended by trained healthcare workers in rural areas has since doubled to 50 per cent.

- **Fighting fistula in sub-Saharan Africa, South Asia and the Arab States:** In 2003, the UN Population Fund (UNFPA), together with government and private partners, launched the Campaign to End Fistula, a childbirth injury that leaves women incontinent, isolated and ashamed. The campaign is now active in 49 countries across sub-Saharan Africa, South Asia and the Arab States. More than 28 countries have integrated the issue into relevant national policies and more than 16,000 women have received fistula treatment and care.

- **Investing in mobile maternal health units in Pakistan:** UNFPA-supported mobile clinics were set up in Pakistan in 2005 and had received nearly 850,000 patients by 2008. Women can use them for antenatal consultations, deliveries, post-miscarriage complications and referrals for Caesarean section. The mobile units managed to provide skilled birth attendance to 43 per cent of pregnant women in remote areas, 12 per cent higher than the national average.

WHAT IS THE UN DOING?

- UN Secretary-General Ban Ki-moon, together with leaders from governments, foundations, NGOs and business, launched in 2010 a **Global Strategy for Women's and Children's Health**, setting out key actions to improve the health of women and children worldwide, with the potential of saving 16 million lives by 2015. The Global Strategy spells out steps to enhance financing, strengthen policy and improve service delivery, and sets in motion international institutional arrangements for global reporting, oversight and accountability on women's and children's health.

- UNFPA, the UN Children's Fund (UNICEF), the World Health Organization (WHO), and the World Bank, as well as the Joint UN Programme on HIV/AIDS (UNAIDS), have joined forces as **Health 4+** (H4+) to support countries with the highest rates of maternal and newborn mortality. The H4+ partners support emergency **obstetric and neonatal care needs assessments** and help cost national maternal, newborn and child health plans, mobilize resources, increase the number of skilled health workers, and improve access to reproductive health services.

- In 2009, WHO, UNICEF and UNFPA partnered with the African Union Ministers of Health as well as bilateral aid and non-governmental organizations to launch the **Campaign on Accelerated Reduction of Maternal Mortality in Africa** (CARMMA). The campaign aims to save the lives of mothers and newborns. It is active in 20 African countries, including Chad, Ethiopia, Ghana, Malawi, Mozambique, Namibia, Nigeria, Rwanda, Sierra Leone and Swaziland.

- A programme led by UNFPA and the International Confederation for Midwives is active in 15 countries in Africa, the Arab States and Latin America, working closely with Ministers of Health and Education to increase the capacity and the number of **midwives**. Under the programme, Uganda has developed a plan to promote quality midwife training; Northern Sudan has developed the first ever national midwifery strategy; and in Ghana, a nationwide needs assessment of all the midwifery schools will help strengthen training.

- UNFPA's **Global Programme to Enhance Reproductive Health Commodity Security** and WHO's evidence-based guidance in family planning have helped improve access to reproductive health supplies in more than 70 countries, including in Ethiopia, where the contraceptive prevalence rate has more than doubled since 2005, and in Laos, Madagascar and Mongolia, where significant progress in the use of voluntary family planning was also noted.

Sources: *The Millennium Development Goals Report 2010,* United Nations; World Health Organization (WHO); UN MDG Database (**mdgs.un.org**); MDG Monitor Website (**www.mdgmonitor.org**), UN Development Programme (UNDP); *What Will It Take to Achieve the Millennium Development Goals? – An International Assessment 2010*, UNDP; Campaign to End Fistula Website (**www.endfistula.org**); UN Population Fund (UNFPA); Office of the UN High Commissioner for Human Rights (OHCHR).

For more information, please contact **mediainfo@un.org** or see **www.un.org/millenniumgoals.**

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Middle East and North Africa Businesswomen's Network Attains NGO Status
Group Formally Recognized by the Government of Bahrain

- New status will allow for expanded opportunities for 2,500 businesswomen and entrepreneurs in ten countries across the region.
- Grant by ExxonMobil will allow for continuation of ground-breaking programs.
- Network has helped create more than 140 new women-owned businesses in the past five years.

Manama, Bahrain - The Middle East and North Africa (MENA) Businesswomen's Network has received official status as an NGO in Bahrain. The announcement took place on Saturday at its inaugural Constituent Assembly Meeting.

The Businesswomen's Network was first conceived in 2005 by businesswomen in the MENA region who wanted to foster a regional culture of women's entrepreneurship and help more women enter the business world. In just the last three years, the Network has helped create more than 140 women-owned businesses. It has been supported by Vital Voices Global Partnership, with generous funding from the Middle East Partnership Initiative of the U.S. Department of State.

On November 25, official notice of the registration of the MENA Businesswomen's Network was published, and the Network will now be developing a regional infrastructure and diversified funding sources as a self-sustaining organization.

As an official NGO, the Businesswomen's Network will be able to better serve its growing network of 2,500 businesswomen in 10 countries. Attaining this new organization status was made possible, in part, by a US$1.5 million grant from ExxonMobil to Vital Voices Global Partnership, which fostered the idea of creating the independent organization in response to objectives set by the participating businesswomen. Vital Voices has provided technical assistance and guidance on program development and operations, as well as support for the group's leaders in developing a long term operating strategy.

To date, more than 20,000 women have participated in trainings, business exchange programs, and networking events. The Businesswomen's Network has representation from across the region: Algeria, Bahrain, Egypt, Jordan, Lebanon, Morocco, Palestine, Qatar, Tunisia, and the United Arab Emirates.

"We applaud the Government of Bahrain for its recognition of the MENA Businesswomen's Network as an official NGO. This network will continue to enhance women's lives across the region and help them use their amazing entrepreneurial spirit to achieve economic success," said Alyse Nelson, President and CEO of Vital Voices. "With ExxonMobil's generous support, the Businesswomen's Network will continue to provide ground-breaking programming in the region."

"Research shows businesswomen's networks are powerful tools for advancing women economically," said Suzanne McCarron, ExxonMobil's General Manager of Public & Government Affairs. "Through networks like this one, women access information, tools and training to create companies, jobs and economic opportunities, which have a positive impact on the economic health of a community and nation."

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In 2009, in preparation for attaining NGO status, the Businesswomen's Network elected its first officers: Afnan Al Zayani, President (Bahrain Businesswomen's Society); Amel Bouchamauoi-Hammami, Vice President (Chambre Nationale des Femmes Chefs d'Entreprises – Tunisia); and Lana Dajani (Business & Professional Women-Amman). These leaders, together with a high profile Board of Directors that includes a representative from each country's businesswomen's association, have worked together with Vital Voices to build a truly unique regional organization that connects businesswomen from across the region and beyond.

The Businesswomen's Network will convene its first Network Forum in May 2011, in Beirut, Lebanon in partnership with the American University of Beirut's Olayan School of Business. It will bring together more than 400 regional and international business leaders to address the gap in women's education and employment.

Network President, Afnan Al Zayani, states, "After so many years of hard work we are thrilled that the MENA Businesswomen's Network has become an official organization, representing businesswomen and economic development across the vast MENA region. We believe in the power of Middle Eastern businesswomen to transform their societies and we are very excited about the role that this Network will play in their continued empowerment and advancement."

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About the Partners

Vital Voices Global Partnership is the preeminent non-governmental organization (NGO) that identifies, trains and empowers emerging women leaders and social entrepreneurs around the globe, enabling them to create a better world for us all. Its international staff and team of over 1,000 partners, pro bono experts and leaders, including senior government, corporate and NGO executives, have trained and mentored more than 8,000 emerging women leaders from over 127 countries in Asia, Africa, Eurasia, Latin America and the Caribbean, and the Middle East since 1997. These women have returned home to train and mentor more than 500,000 additional women and girls in their communities. Vital Voices' mission is to identify, invest in and bring visibility to extraordinary women around the world by unleashing their leadership potential to transform lives and accelerate peace and prosperity in their communities. www.vitalvoices.org

ExxonMobil, the largest publicly traded international oil and gas company, uses technology and innovation to help meet the world's growing energy needs. ExxonMobil holds an industry-leading inventory of resources, is the largest refiner and marketer of petroleum products and its chemical company is one of the largest in the world. Globally, ExxonMobil provides funding to improve basic education, promote women as catalysts for development, and combat malaria and other infectious diseases in developing countries. In 2009, together with its employees and retirees, ExxonMobil Corporation, its divisions and affiliates, and ExxonMobil Foundation provided $235 million in contributions worldwide. Additional information on ExxonMobil's community partnerships and contributions programs is available at www.exxonmobil.com/community.

The **Middle East Partnership Initiative (MEPI)**, located within the Bureau of Near Eastern Affairs at the U.S. Department of State, 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. In support of these goals, 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.

Public Private Partnership to Empower Women Artisans in Tunisia
Working Budget v2 9 Dec 2010

		Coordinating Office 2011				Center 2012			
Cost Category	**Description**	**Unit**	**# of Units**	**Cost**	**Total**	**Unit**	**# of Units**	**Cost**	**Total**
Staff Salaries									
	CO Coordinator	Month	13	$2,000	$26,000	Month	13	$2,000	$26,000
	CO Program Asst	Month	13	$600	$7,800	Month	13	$600	$7,800
	Center Director	Month				Month	13	$2,500	$32,500
	Program Ass't	Month				Month	10.83	$600	$6,498
	Program Manager 1	Month				Month	11.92	$1,200	$14,304
	Program Manager 2	Month				Month	11.92	$1,200	$14,304
Total Salaries					**$33,800**				**$101,406**
Staff Benefits	Insurance, vacation, standard benefits (23%)	Annual	1	0.23	**$7,774**	Annual	1	0.23	**$23,323**
Total Staff Cost	Salaries & benefits				**$41,574**				**$124,729**
Travel									
	Local	Year	1	$8,000	$8,000	Year	1	$5,000	$5,000
	Regional	Year	1	$12,000	$12,000	Year	1	$10,000	$10,000
	International					Year	1	$20,000	$20,000
Total Travel					**$20,000**				**$35,000**
Office Expenses									
	Rent	Month	12	$800	$9,600				
	Rent					Month	12	$3,500	$42,000
	Office Supplies	Year	1	$5,000	$5,000	Year	1	$15,000	$15,000
	Utilities	Year	1	$5,000	$5,000	Year	1	$15,000	$15,000
Total Office Expenses					**$19,600**				**$72,000**
Programs & Services									
	Trainings	Contract	1	$20,000	$20,000	Year	1	$20,000	$20,000
	Study Tours								
	Intl Design Consultants					Days	42	$500	$21,000
	Trainers					Contract	15	$1,000	$15,000
	Legal and Audit	Contract	1	$3,000	$3,000	Contract	1	$5,000	$5,000
Total Programs & Services					**$23,000**				**$61,000**
ICT Equipment									
	Computers	Office	1	$4,000	$4,000	Office	1	$8,000	$8,000
Total ICT					**$4,000**				**$8,000**
Communications & Marketing									
	PR	Year	1	$10,000	$10,000	Year	1	$30,000	$30,000
	Brochures	Year	1	$5,000	$5,000	Year	1	$1,000	$1,000
	Business cards	Year	1	$1,500	$1,500	Year	1	$3,000	$3,000
	Website	Year	1	$4,000	$4,000	Year	1	$4,000	$4,000
Total Comms & Marketing					**$20,500**				**$38,000**
Misc					**$1,000**				**$3,000**
Grand Totals					**$129,674**				**$341,729**

Annex H: Sample PPD Business Plan

The Public Private Partnership to Empower Women Artisans in Tunisia

An Initiative of CNFCE & Vital Voices Global Partnership

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Business Plan Summary for Creating the Center of Excellence for Tunisian Women Artisans

December 9, 2010

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Executive Summary

The Handcraft Sector is one of Tunisia's largest employers, representing 11% of the Tunisian labor force and supporting roughly 350,000 artisans. The sector contributed 3.9% of GDP in 2009, with figures expected to rise this year. While the need for exposure is a necessity for the sector's development, some Tunisian women artisans lack what is needed to move their businesses forward due to inadequate business skills and market-driven products, as well as, budgetary constraints. The Chambre National des Femmes Chefs d'Entreprises (CNFCE) believes that handcrafts have a great potential to drive economic growth and represent an important mechanism for supporting women's livelihoods in Tunisia. However, it remains an ongoing challenge to reconcile the growing demands of globalization to reinvent the sector while still preserving the cultural significance of the products.

After analyzing the marketplace, CNFCE concluded that while support was still needed at most levels of the sector, focusing on women artisans with existing small businesses represented the area of greatest opportunity. In early 2008, CNFCE began discussions with Vital Voices Global Partnership with the idea of launching an artisan's business center that would become a one-stop-shop for women entrepreneurs aspiring to grow their businesses from local operations to exporting enterprises. Vital Voices brought to the table expertise in training for women artisans, a methodology for building sustainable public-private partnerships and resources to support the CNFCE's vision. CNFCE knew such a center had to be innovative and different from anything previously done in Tunisia, and with this in mind, the concept for this pioneering project emerged.

In partnership with Vital Voices, the Middle East Partnership Initiative (MEPI) of the U.S. Department of State, the private sector and the Tunisian Government, CNFCE is initiating the development of Tunisia's first Center of Excellence for Tunisian Women Artisans. The Center will offer artisan entrepreneurs access to business training and services, licensing strategies and skills, potential partners, legal incentives, capital and credit, as well as, resources and connections that will help them move into the export market.

The Center will also build upon the business skills of women artisans by increasing their capacity to develop products that can be sold in national, regional and international markets. The Center has three core objectives: 1) Create a business framework and implementation strategy to oversee the phased development of an innovative women's artisan center; 2) Build capacity of Tunisian women artisans to improve business results and sustain long-term business growth; and 3) Leverage a collaborative business environment to position the Center, its artisans, their products and the Center's development framework to promote economic development for regional Handcraft businesses in Tunisia.

Uniquely designed to include stakeholder partners from private, government and non-profit sectors in the Center's formation, the Center of Excellence for Tunisian Women Artisans will help these entrepreneurs receive the best information and services available to move their businesses forward. The Center will be developed through a phased process in order to provide critical services to artisans while also building sustainable institutional capacity. Initially, a Coordinating Office will be established, located with CNFCE at UTICA, enabling services and trainings to be offered for a "pilot" group of about 15 women to achieve initial results, prior to the formal establishment of a physical center. CNFCE intends to use public-private sector partnerships to create this pioneering center, building a model for a sustainable program that leverages partners and other resources, with opportunities to scale and replicate the Center and produce short and long-term measurable impacts.

By the end of December 2010, Phase 1 of the Center of Excellence for Tunisian Women Artisan's will come to a close and Phase 2 will commence -- the establishment of a Coordinating Office operated by CNFCE, which will provide program direction and operational support. In order to continue to advance the project, CNFCE has important goals to achieve, including formally securing partners, defining their roles and responsibilities, securing approximately $130,000 to meet first year budgetary needs of the Coordinating Office, and executing required agreements. Overall, The Center of Excellence for Tunisian Women Artisans offers a unique and innovative mechanism for advancing women's economic potential in Tunisia.

Background

Almost 75% of the people working in the Handcraft Sector are women operating in 76 different artisan areas including pottery, carpets, weaving, and mosaics to name just a few. Only 96,873 of the estimated 350,000 artisans are formally registered businesses, leaving the majority in the informal sector. The Handcraft Sector suffers from a shortage of innovation and market-driven products with almost universal repetition of products and designs lacking consistency, high quality inputs, and competiveness in regional or international markets. In Tunisia, products are either low in quality and sold in “souks”, or they are sold as high end products that most Tunisians cannot afford and are not export competitive.

CNFCE was established 20 years ago and has become the premier association of Tunisian businesswomen. CNFCE has almost 700 members in 24 chapters across Tunisia, and for over 15 years, has been providing training programs and support services for women artisans. The organization is uniquely positioned to participate in this project and knows first-hand both the limitations of the current approach and opportunities that abound.

The concept of building a joint effort around empowering Tunisian women artisans emerged when CNFCE saw an opportunity to increase the promotion of high quality Tunisian handcraft internationally. It was observed that through CNFCE’s partnerships in overseas fairs in Brussels and Berlin, along with funding from FAMEX, Tunisian artisans were able to successfully sell their goods in Europe. It became clear that there was demonstrable demand for Tunisian products internationally and that one of the major sector needs was exposure to outside markets.

In 2009, CNFCE proposed to Vital Voices the idea of launching a women artisan’s business centre that would provide everything needed for local entrepreneurs to become “export-ready.” The Centre would house the required support to develop their products, markets, and future sales. CNFCE deemed it critical that the Center was unique, well positioned and included a variety of stakeholders including government, the private sector and non-government organizations to ensure that the needs of the artisans were met, that products were market-driven and that artisans could function in a supportive business environment.

Rather than making products and hoping consumers will buy the product because they are “handmade,” the Center of Excellence for Tunisian Women Artisans will focus on improving the marketability of the products produced. Product development will focus on market-driven products and alignment with niche and specified markets that meet the needs of target customers. The end result will be movement of products, growth in revenue and sustainability of businesses. CNFCE took time to analyze the sector and evaluate where they could best make a difference. Based on CNFCE’s SWOT analysis (included in Appendix 1) and other research, the conclusion was made that the most highly leveraged market opportunity is with export-ready artisans. Today, sufficient support simply does not exist for highly skilled artisans, but the possibility of making a major impact for the sector, the individuals working in it and the economy of Tunisia is great.

Vision, Mission and Objectives

Through stakeholder engagement and partnership, CNFCE will develop Tunisia’s first Center of Excellence for Tunisian Women Artisans.

The vision for the Center is that Tunisian artisan products are sought after and valued worldwide as unique, high quality and reflective of the culture, traditions and materials of Tunisia, and that Tunisian women artisans as entrepreneurs are highly successful and contribute to the economic prosperity and social advancement of their families, communities and country.

The mission of the Center will be to empower women artisans by providing business services, education and skills training, market intelligence, access to capital and credit, and connections to markets that enable them to successfully grow their businesses and extend the markets for their products globally.

The Center of Excellence for Tunisian Women Artisans will build upon the capacity of thousands of women artisans to develop products that can be sold successfully in national, regional and international markets. The Center will enable them to expand their business, increase sales in both local and international markets, create new jobs, impact their local communities and contribute to the overall growth of the Tunisian economy.

The Center will house an artisan showroom where artisans will be featured and showcased and the staff and partners will work to involve artisans in fairs, art galleries, and international tradeshows. There will be an information technology center and dedicated areas where training will be offered on a variety of business topics including product design development, book-keeping, costing and pricing, marketing, business licensing and other export-readiness information. The Center will also facilitate mentoring programs for artisans, using its private sector partners as mentors and advisors, to ensure that artisans are business oriented and understand market demands.

The Center of Excellence for Tunisian Women Artisans has three core objectives:

1. To create a business framework and implementation strategy to oversee the phased development of an innovative women's artisan center.
2. To build capacity of Tunisian women artisans to improve business results and sustain long-term business growth.
3. To leverage a collaborative business environment to position the Center, its artisans, their products and the Center's development framework in an innovative way that promotes economic development for regional Handcraft businesses in Tunisia.

Uniquely designed to include stakeholders and partners from private, government and non-profit sectors in the Center's formation and services offered, the Center of Excellence for Tunisian Women Artisans will enable these businesswomen to receive the best information and services available to move their businesses forward. It is well known that empowering women economically gives women the confidence to make changes in their lives. Worldwide women have proven to be better economic stewards of capital than men and make better choices for the health and long-term wellbeing and health of their families and communities.

The Importance of Public Private Partnerships

There is growing recognition that no single sector - be it the government, the private/ commercial sector or non-governmental organizations (NGOs) - can tackle global challenges alone and the establishment of public-private partnerships has become a new and effective solution to address pressing social and economic issues.

Engaging in corporate social responsibility programs and public private partnerships (PPP) gives businesses an opportunity to give back to the communities in which they operate. CNFCE recognizes the importance of joining forces with like-minded organizations and, accordingly, the Center of Excellence for Tunisian Women Artisans will promote partnerships that are both sustainable and produce a positive impact on communities in the area of women artisan's economic development. Initiatives that have the support of government, non-governmental organizations (NGOs) and business are more likely to leverage local resources, coordinate efforts, achieve implementation and sustain results.

CNFCE will model its stakeholder engagement on Vital Voices expertise and success in developing partnerships around the world. The vision for partnership engagement is designed to not only aid in helping with the financial needs of the Center, but moreover, aid in areas such as business skills, mentoring of artisans, and linkages and network building for saleable products, leveraging core skills of the partners to augment the Center's strength.

A Phased Development Approach

The Center will be developed through a phased process in order to maintain the momentum of the public private partnership and continue to provide critical services and training to artisans while plans for establishment of a physical Center location are developed.

In June 2010, CNFCE convened the Public Private Partnership to Empower Women Artisans in Tunisia. This took the form of a Forum meeting of over 100 stakeholders from government, the private sector, universities and the NGO community and was followed by the creation of a Steering Committee that would provide input to CNFCE during the process. The Steering Committee has met X times over the last five months and has provided valuable insights and resources for this initiative.

Since 1996, CNFCE has been working with artisans and focusing on activities that increase the exposure of entrepreneurs in handcrafts. One of these activities is the support of Tunisian artisans at national and international trade fairs. The ExpoFemina in April 2010 in Hammamet was the seventh instance of this bi-annual market that brings buyers to a regional artisans market. With support from Famex, a national fund for export promotion, CNFCE artisans were able to participate in fairs in Brussels and Berlin. In 2009, CNFCE members participated in a Handcraft Exhibition in Cameroon, organized by the FCEM World Congress (Femmes Chefs d'Entreprises Mondiales). CNFCE understands and has experienced the value of these trade activities and intends to build on them as part of Center activities.

During 2010, while CNFCE led the Steering Committee through planning for development of the Center, a parallel training program was implemented with Vital Voices. Vital Voices has expertise in the training of women artisans, focusing on a combination of business, personal, and design skills. Using a "Train the Trainer" model, Vital Voices worked with CNFCE to identify a group of 15 individuals with expertise in various segments of the Handcraft Sector. The result of this training, which took place in Tunis in November, 2010, is that there is now a cadre of trainers in Tunisia who can form multi-disciplinary training teams to provide all needed business and design training for women in the Center.

The table below summarizes the phases of development of the Center of Excellence for Tunisian Women Artisans over a four year period:

	Phase 1	Phase 2	Phase 3	Phase 4
	Establishment of PPP for Women Artisans Empowerment in Tunisia	**Establishment of Coordinating Office to Plan Center and Run Interim Operations**	**Establishment of 1st Center of Excellence for Women Artisans**	**Expand Center Model to Other Locations**
Purpose & Outcomes	Forum PPP to plan and create Center	Establish Interim Office at CNFCE/UTICA and operate pilot for 10-15 artisans	Open new Center	Open additional Center based on model
Planning & Partnerships	Complete business plan framework and secure founding partners	High partner-engagement financial and in-kind; final business plan for Center	3 year plan; PPP growth; ops assessment; regional expansion plans	Org planning; multi-center operations and partnerships
Financial	Finalize yr 1 budget and financial requirements; secure initial	Funding for Coord. Office in place and active fundraising for Center from	Funding for Center launch secured; 3 year budgets; seeking expansion	Multi-center budget; economies of scale; funding

	funding for Coord. Office	variety of sources and types	funding	models
Operations	TOT for artisans; ongoing CNFCE training; clear roles and responsibilities for Coord. Office	Paid staff in place in Coord. Office; ongoing trainings; identity artisans; Center ops plan developed	Center staff hired; "one-stop" resources; expanded training/export abilities; distribution strategies	Staff expansion; cross-training; product distribution; wider training; innovation
Marketing & Outreach	Announcement of PPP and plans; highlight key partners	Sustain momentum with ongoing media coverage; highlight PPP and artisans	Center launch; media coverage; results; global outreach; destination marketing	2nd Center launch; media; impact results; global outreach; marketing
Timeframe	By 12/31/10	Jan 2011-March 2012	March 2012	June 2013
Cost	$200K, includes $75K grant to CNFCE for project coordination and funds for TOT in Nov 2010	Est. $130,000	Est. $340-400,000	Est. $400-600,000

A New Model to Support Artisan Entrepreneurs

Following the first phase creation of the mechanisms of the public private partnership, establishment of the Coordinating Office is the critical next step in the phased development of the Center. The Coordinating Office will serve multiple functions: while continuing to offer trainings and services for artisans entrepreneurs, it will also coordinate the overall initiative to create the actual Center of Excellence for Tunisian Women Artisans.

Under the Coordinating Office, there will be two sets of offerings – trainings for artisans to advance their business expertise and another series of programs for partners to foster the coalition and collaboration of the Center. The Center will also provide services such as expositions, study tours and trade show participation, lectures, guest speakers and mentorship program for artisans.

Programs and Services
of the Center of Excellence for Tunisian Women Artisans

Audience	Program Description
Training and Programs for Artisans	• Product Design and Development • Packaging and Packing for Export • Intellectual Property Rights • Branding and Marketing • Export and International Trade Issues • Costing and Pricing for Export • Global Product Distribution • Business Management • Effective Networking • Access to Finance • Personal Development
Partner Programs	• Coalition and Partnership Building • Roles & Responsibilities, • Fundraising and Sustainability • Strategic Planning • Leveraging Local Resources • Utilizing Volunteers
Center Services Offered	• Expositions, study tours and trade show participation • Exhibition Center • Lectures, guest speakers • Mentorship program for artisans

The benefits of these activities to women entrepreneurs is enormous, and each partner plays a critical role in the creation and operation of the Center. Through these trainings and services, it is anticipated that the artisans will develop improved and market-driven products; increased access to target markets; skills and knowledge to enhance their businesses and products; and critical linkages to potential buyers and markets. All in all, it is expected that the Center's participants who go through the services and trainings offered will then have both the skills and confidence to take the steps necessary to sustain and grow their business successfully.

The training programs will be delivered by a cadre of trainers from Tunisia who have been certified in Vital Voices Entrepreneurs in Handcrafts training. Given the complexity of these businesses, no single trainer can be expected to have in depth knowledge and expertise in all needed components. Accordingly, 14 people who are already subject matter experts in product development, business and finance, export and trade and marketing and communications were trained together in November, 2010 and are now ready to form training teams for the pilot group of artisans, starting in early 2011, pending the availability of funding.

The Coordinating Office will manage a pilot program for 10-15 artisan entrepreneurs. Selection criteria and a selection process will be developed to ensure that the first group of artisans are ideally positioned for successful outcomes. Generally, the artisans to be chosen should have existing businesses; a vision for where they want to take the business; strong products that could benefit from outside design and market expertise; products that have sufficient potential for exporting; and a desire to participate in the pilot program and a commitment to fulfill program obligations. It is the combination of entrepreneurial spirit and product potential that the Coordinating Office will be seeking.

It is anticipated that a cross-functional committee will be set up to screen and approve nominations for the pilot program.

With the Center, CNFCE is seeking to build programs that are both scalable and replicable in Tunisia and beyond. As a Founding Member of the MENA Businesswomen's Network, CNFCE has access to other businesswomen's organizations in North Africa, the Levant and the Gulf who are interested in how the creation of a public private partnership can lead to a sustainable program for artisans. The pilot program will provide the first tangible results of this new model.

Partnership Roles

A great advantage to building a broad and diverse public private partnership is the value and resources that each partner can bring to the initiative. Of course, financial support is fundamental, but there are many ways that organizations and their employees can make ongoing and meaningful contributions to the advancement of the Center. Maintaining high partner engagement past the initial, startup phase is key to sustaining momentum for the long term.

The Coordinating Office will have responsibility for partner engagement and management. Across four categories of involvement for partners, there are specific areas where partner interest and expertise can be leveraged over time. The following table illustrates the wide variety of ways that different partners can add value to the Center:

High Impact Partner Contributions to the Center

	Planning & Partnerships	Financial	Operations	Marketing & Outreach
Private Sector Partners	Business planning Mentors Access to trade partners	Cash contributions Order corporate gifts Fundraising ICT: Equipment, services, training Access to credit & financing	Experts (branding, supply chain, trade, sales, distribution) Networks	Media/PR contacts Trade shows/expos
Government	Business planning Mentors Favorable policies Trade missions Trade partners	Grants Incentives Travel funds Access to credit & financing	Licensing & laws Experts (trade, policy) Networks	Trade shows/expos Int'l delegations
Universities	Fresh graduates Student support		Experts Curriculum	Online projects Website Student support
NGOs	Business planning Mentors Center support Sector collaboration Database sharing		Women artisans Trade Curriculum/program sharing & exchange	Joint PR

Below are some specific illustrations of impactful partner engagement:

1. The private sector can order products to be used as corporate gifts for board meetings, trade shows, shareholder meetings and other events to show the company's support for Tunisian artisans.

2. Companies can support their employees to share their expertise with Center artisans in key areas such as customer relations, selling abroad, fundraising, artisans training of trainers and co-branded training modules.

3. The government and the private sector can collaborate on innovative programs to increase women's access to credit and capital.

4. Universities can offer experts in various disciplines and student support for projects.

5. Government can continue to enhance the business-enabling environment, making it easier for women to own businesses; and can ensure that women are represented in international trade missions and discussions.

6. Local and international NGO's can broadly promote the center, provide gender-based expertise and through program sharing bring the highest quality experiences for the Center's artisans.

This integrated approach of using a public private partnership model to promote export-ready artisans creates a model for a sustainable program that leverages local resources, with opportunities for relevant follow-up and measurable impacts. Ultimately, the Center of Excellence for Tunisian Women Artisans will be a sustainable co-located center for women artisans' economic advancement that leverages local resources to empower hundreds of women artisans to grow their businesses, increase their revenues, and create more jobs, thus impacting their communities and the overall growth of the Tunisian economy.

To date, CNFCE has discussed this idea with various potential partners and received strong preliminary indications of interest:

- Private companies, including local, regional and multinational entities that are engaged or interested in becoming engaged in cross-sector partnerships and corporate social responsibility.

- Leading NGOs in Tunisia that focus on women artisans' economic progress.
- Representatives from government ministries that work on women artisans' development.
- Members of the media, interested in learning more about public-private partnership and in raising awareness about these issues in the media.
- A network of international, regional and local experts in the field.
- Local Universities

Program Budget Overview

As described herein, planning for the Center of Excellence for Tunisian Women Artisans is being done in four phases. The first phase, creating the public private partnership mechanism to develop the concept for the Center is nearing its end. The total budget for this phase was $200,000, including a $75,000 grant to CNFCE to manage the process.

Below is a budget summary for the next two phases, where the Coordinating Office will ramp up to direct and oversee the development of the formal Center and where the physical Center will be established. The Coordinating Office will be set up in 2011, as soon as funding commitments have been secured and first year operating expenses are estimated at approximately $130,000 USD; this number could be significantly offset by in-kind contributions of goods and services from the partners, including computer equipment, telecommunications services and rent.

Current plans reflect the Center opening in March of 2012 with the fourth phase, replication of the Center in another location in Tunisia, tentatively planned for 2013. . No budget has been developed for that phase.

The budget shows costs for categories associated with both the operation of the Coordinating Office and the Center of Excellence for Tunisian Women Artisans itself.

Two Year Budget Summary

Center of Excellence for Tunisian Women Artisans		
Category	**Coordinating Office**	**Center**
Staff	$41,574	$124,729
Travel	$20,000	$35,000
Office Expenses	$19,600	$72,000
Programs & Services	$23,000	$61,000
ICT	$4,000	$8,000
Marketing & Comms	$20,500	$38,000
Misc	$1,000	$3,000
Total	**$129,674**	**$341,729**

Next Steps and Priorities

At the end of December 2010, funding for Phase 1 of the Center's development will be completed and Phase 2 will commence. Establishing the Coordinating Office requires meeting key milestones including formally securing partners, defining their roles and responsibilities, at a minimum securing the Coordinating Office's budgetary needs and the signing of agreements.

The priorities for establishing the Coordinating Office are:

1. **Financial:** Raise $130,000 to manage and operate the Coordinating Office for a year. Not all of this is needed to get started, but sufficient funds to cover the staff and operating expenses for the first quarter is critical.
2. **Define roles and outputs of each partner:** Clear roles of each partner are necessary for a transparent and result-based partnership. Partners need to be clear about what they will commit, both financially as well as in-kind. For example, in additional to financial contributions, a corporate partner may want to also provide technological services, equipment, mentoring a specific artisan, offering of a training, etc.
3. **Secure Memorandum of Understanding (MOU) from each partner:** Once definition of roles is clearly defined, a binding document, the memorandum of understanding (MOU) should be drawn-up and signed by all parties.
4. **Secure office space:** Define and decide on space requirements. Sign a lease or some form of agreement about where the Coordinating Office will operate.

5. **Define office needs:** The staffing model will determine equipment and space and other basic necessities should be articulated.
6. **Define job descriptions of Coordinator and Program Assistant:** Clear position descriptions for the Coordinating Office's Coordinator and Program Assistant must be drawn-up prior to recruiting. Clear deliverables, roles and responsibilities, salary ranges and background and educational history should be defined as well.
7. **Recruit and hire Coordinator and Program Assistant.** Through a competitive selection process, a Coordinator and Program Assistant will be hired. Refer to job descriptions for credentials and job experience.

Appendices

The following appendices are attached:

1. SWOT analysis of Handcraft Sector in Tunisia
2. Detail of Deliverables for Project Phases
3. Coordinating Office Roles
4. Budget Overview and Narrative
5. Steering Committee Members
6. Trainers

Appendix 1: SWOT Analysis of Handcraft Sector

The following SWOT analysis provides insight into the Handcraft Sector in Tunisia. CNFCE used the results as a basis for deciding where it could make the most impact in the sector.

Strengths • Some very talented artisans • Some unique products • Richness of national heritage • Low coast immersion in professional life • Commitment of leadership group to find new models for artisan entrepreneur support	**Weaknesses** • The artisan sector is suffering from informal activity. • Poor quality of raw materials, no consistency • Innovation • Not market driven products • Poor coordination amongst sector participants • Capital and access to finance • Lack of research on raw materials and inputs. • Development of techniques • Business skills weak • Financial skills
Opportunities • Contractors, distributors and traders are looking for deal with artisans with patents/intellectual property • More exposure • Targeted trainings • Raw materials bank • Various niche markets • Minimize distribution margins. • Market driven products • Franchise opportunities	**Challenges** • Legal framework • Business environment • Access to necessary information • Cultural ignorance, no story telling • Artisans are not well protected against the exploitation operated by distributors. • Lots of competition, national, regional and international

Appendix 2: Deliverables for Project Phases

The table below provides an overview of the goals, budgets and milestones for the creation of the first Center of Excellence for Tunisian Women Artisans, followed by the opening of a second center in another location in Tunisia.

Phase 1: Establishment of Public Private Partnership for Women Artisans Empowerment in Tunisia. *Timeframe: April-December 2010/January 2011*

Goals	Budget	Milestones & Deliverables
Establish clear vision and implementation strategy	Total Budget: $200,000, including a $75,000 grant from Vital Voices to CNFCE to support the initiative	1. TOT Workshop with a total of 16 participants 2. Partners on board; MOUs developed and signed 3. Budget for Coordinating Office secured 4. Defined operational roles of CO staff established (job descriptions

Phase 2: Establishment of Coordinating Office to Plan Center and Run Interim Operations. *Timeframe: January 2011-December 2012*

Goals	Budget	Milestones & Deliverables
Establish Interim Office at CNFCE/UTICA	Total Estimated Budget: $130,000	1. Partner engagement 2. Hire staff/contracts and MOUs signed 3. Annual work plan and budget completed 4. Fundraising strategy completed 5. Criteria developed for artisans center 6. Trainings defined 7. Operational plan devised 8. Marketing and communications strategy devised 9. M&E strategy devised 10. Steering Committee meetings continue 11. Hold Forum in Q4 2011

Phase 3: Establishment of First Center of Excellence for Tunisian Women Artisans. *Timeframe: Grand Opening, March 2012*

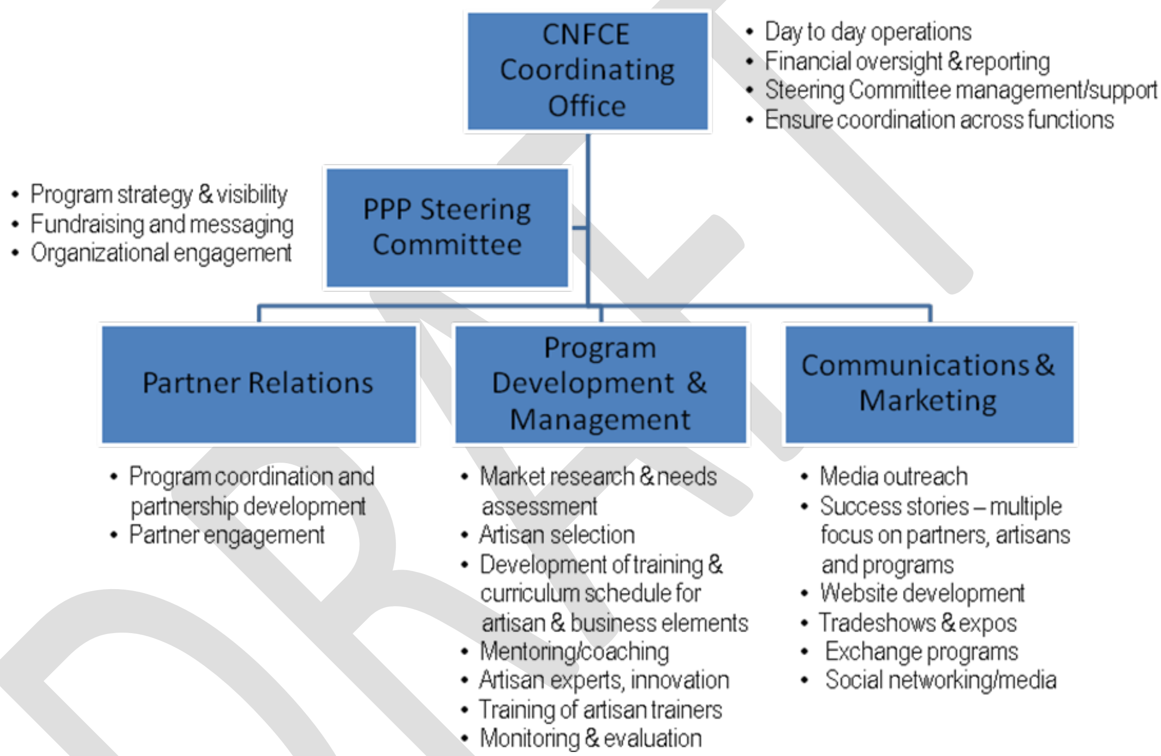
Goals	Budget	Milestones & Deliverables
Open new center	Total Estimated Budget: $340,000-$400,000 for first year	1. 3 year work plan devised along with 3 year budgets 2. PPP growth plans 3. Audit 4. M&E reports 5. Strategic plans (marketing, operational, fundraising) 6. Services expanded

Phase 4: Expand Center Model to Other Locations
Timeframe: June 2013

Goals	Budget	Milestones & Deliverables
Open new center based on model	Total Estimated Budget: $400,000 - $600,000 to open second Center	1. Location selection 2. Annual work plan 3. Fundraising plan 4. Budgets for years 1-3 5. Staff hired

Appendix 3: CNFCE Coordinating Office

The establishment of a Coordinating Office, housed at UTICA, and overseen by CNFCE provides the leadership, partner relations and operational planning needed to ensure progress towards opening a physical Center. The table below describes the functional roles that the Coordinating Office will provide.



The staffing model being proposed for the Coordinating Office includes a full-time Coordinator and Program Assistant, who will be hired as soon as funding is secured. The CNFCE will supplement the Coordinating Office staff with volunteers working across the project.

Appendix 4: Budget Narrative

The proposed budget includes estimated expenses for establishing the Coordinating Office at CNFCE at the beginning of 2011 and for opening an actual Center of Excellent for Tunisian Women Artisans in the first quarter of 2012.

		Coordinating Office 2011					Center 2012			
Cost Category	**Description**	**Unit**	**# of Units**	**Cost**	**Total**		**Unit**	**# of Units**	**Cost**	**Total**
Staff Salaries										
	CO Coordinator	Month	13	$2,000	$26,000		Month	13	$2,000	$26,000
	CO Program Asst	Month	13	$600	$7,800		Month	13	$600	$7,800
	Center Director	Month					Month	13	$2,500	$32,500
	Program Ass't	Month					Month	10.83	$600	$6,498
	Program Manager 1	Month					Month	11.92	$1,200	$14,304
	Program Manager 2	Month					Month	11.92	$1,200	$14,304
Total Salaries					**$33,800**					**$101,406**
Staff Benefits	Insurance, vacation, standard benefits (23%)	Annual	1	0.23	**$7,774**		Annual	1	0.23	**$23,323**
Total Staff Cost	Salaries & benefits				**$41,574**					**$124,729**
Travel										
	Local	Year	1	$8,000	$8,000		Year	1	$5,000	$5,000
	Regional	Year	1	$12,000	$12,000		Year	1	$10,000	$10,000
	International						Year	1	$20,000	$20,000
Total Travel					**$20,000**					**$35,000**

Office Expenses										
	Rent	Month	12	$800	$9,600					
	Rent						Month	12	$3,500	$42,000
	Office Supplies	Year	1	$5,000	$5,000		Year	1	$15,000	$15,000
	Utilities	Year	1	$5,000	$5,000		Year	1	$15,000	$15,000
Total Office Expenses					**$19,600**					**$72,000**
Programs & Services										
	Trainings	Contract	1	$20,000	$20,000		Year	1	$20,000	$20,000
	Study Tours									
	Intl Design Consultants						Days	42	$500	$21,000
	Trainers						Contract	15	$1,000	$15,000
	Legal and Audit	Contract	1	$3,000	$3,000		Contract	1	$5,000	$5,000
Total Programs & Services					**$23,000**					**$61,000**
ICT Equipment										
	Computers	Office	1	$4,000	$4,000		Office	1	$8,000	$8,000
Total ICT					**$4,000**					**$8,000**
Communications & Marketing										
	PR	Year	1	$10,000	$10,000		Year	1	$30,000	$30,000
	Brochures	Year	1	$5,000	$5,000		Year	1	$1,000	$1,000
	Business cards	Year	1	$1,500	$1,500		Year	1	$3,000	$3,000
	Website	Year	1	$4,000	$4,000		Year	1	$4,000	$4,000
Total Comms & Marketing					**$20,500**					**$38,000**

Misc					**$1,000**					**$3,000**
Grand Totals					**$129,674**					**$341,729**

A discussion of each of the budget categories is included below.

Staff: Staff for the Coordinating Office will be a Coordinator and a Program Assistant. These two employees will share the rented space and work closely together on the key duties outlined in their Terms of Reference (ToR.) Staff for the Center will include a Director, two Program Managers and a Program Assistant. The Coordinating Office will continue to operate within the Center once it is open. Costs for the Center's staff will be higher than those of the Coordinating Office.

Travel: Travel for the Coordinating Office will be local and regional to shows, exhibitions and potential tradeshows and will include local travel expenses for training. There will also be travel to do fundraising. For the Center itself, local and regional travel will continue and there will be additional costs of international travel for study tours and exhibitions.

Office Expenses: A physical space is necessary to manage and operate programs, trainings and services. For the Coordinating Office, a rented space that is equipped with internet, computers and other communication services is needed. For the Center, a larger space that accommodates trainings, lectures, a showroom, computers, communication services, etc is essential. Therefore the costs for the Center's space will be significantly higher. Office supplies will be basic papers, pens, pencils, and other essential office equipment to ensure efficiency and effective management.

Programs and Services: A series of training programs will be provided under the auspices of the Coordinating Office and later, when the Center is operational, using local trainers who have been trained under the Training of Trainers program in Phase 1 of the project and bringing in international design experts.

ICT Equipment: Computers and software, fax machine and printers will be required for each staff member. It is hoped that this equipment can be provided at no cost by technology companies who are in the public private partnership.

Marketing & Communications: Outreach about the Public Private Partnership to Empower Women Artisans in Tunisia and the Center activities will be needed to ensure exposure for the initiative and its artisan entrepreneurs. This will include public relations, literature, business cards, stationery and a website. This is an area where partners may be able to contribute services in-kind.

Appendix 6: Steering Committee Members

A dedicated group of stakeholders participated in the Steering Committee for this initiative, meeting on June 17, August 18, October 11 and December 9, 2010.

Organization and Name	Position/Role
CNFCE Members Mrs. Faouzia Slama Mrs. Amel Bouchamaoui Hammami Mrs. Douja Gharbi Mrs. Monia Bouzid Mrs. Dorria Azzouz Mrs. Molka Sraieb Mrs. Houda Khaznaji Mrs. Aida Kallel Mrs. Jalila Ben M'Barek	 President, CNFCE First Vice President, CNFCE Board Member & Manager/ Royal Tapis Board Member & Artisan /Jewellery Board Member & Forwarding & Customs Agent Board Member & Management - Marketing Skills Board Member & Communications Firm Board Member & Insight & Co Training company CNFCE Permanent staff
Mr. Mounir Khouja	Export Advisor
UNFT Mrs. Houda Saada	Training Manager, National Union of Tunisian Women
OTM Mrs. Ferha Mghaieth	Tunisian Mothers' Organization
SADIKA Mrs. Sadika Keskes	Artisan/Founder of the Art Work Rehabilitation Centre
Tunisie Telecom Mrs. Fatma Ben Hammouda	In Charge of Major Accounts
CTCIETT Mr. Ridha Hamdaoui	Textile Engineer Technical Centre of Creation, Innovation, and Coaching in Carpet and Weaving
CTCIETT Mrs. Ferjania Dridi	Administrative Manager
Change, Leadership & Partners Mrs. Nefissa Achour	Co-Manager
Ministry of Telecommunications Mrs. Syrine Tlili	

CREDIF Mrs. Houda Abdelwahid Dridi National Training Department	Department Manager
MAFFEPA Mrs. Eljazia Hammami Ministry of Women	
Vital Voices Global Partnership Mary MacPherson Maria Dayton Carol Tyroler	 Director, MENA Businesswomen's Network Regional Program Manager Tyroler & Associates
Mrs. Chéma Gargouri	PPP Program Coordinator

Appendix 7: Tunisian Trainers

A week-long Training of Trainers program was conducted in Tunis, November 8-12, 2010 by Vital Voices Entrepreneurs in Handcrafts team. The Vital Voices team brought with them a group of international trainers with expertise in all aspects of the Handcraft Sector. The goal of the training was to train a local group of experts in the Vital Voices model, and continue to support them as they work with the artisans in the pilot group of the initiative. The Tunisian trainers will be equipped to form training teams and provide the highest quality business and finance, product development, marketing, design, pricing and other training modules.

Name	**Company/Organization**	**Area of Expertise**
Amel Bouchamaoui	CNFCE 1ère VP	Management, Business
Saida Neffati	CNFCE – BE/Artisan	Artisan
Monia Bouzid	CNFCE – BE/Artisan	Artisan
Houda Khaznaji	CNFCE/Marketing	Marketing
Doria Azouz	CNFCE/Customs	Customs
Aida Kallel	CNFCE/Management	Management
Néfissa Achour	CNFCE	Finance
Molka Sraieb	CNFCE/Marketing	Marketing
Fatma Samet	Consultant/Artisan	Artisan
Dorra Msalmani	ONA/Artisan	Artisan
Katia Sayari	CNFCE/ Artisan	Artisan
Henda Kochbati	BTS/ Financing	Finance
Atf Bouchareb	CNFCE/Artisan	Artisan
Mounir Khouja	HERODOTE/ Export consultant	Export
Chéma Gargouri	Micro enterprise/ Management	Management, Business

Annex I: PPD Evaluation Wheel Indicators

#	Standard Indicator	Measurement	Gender Focus
Evaluation Wheel Indicators			
Mandate and institutional alignment ***What were or are the objectives of the PPD, and what was or is its mandate toward the government and the private sector? How does it fit with current institutions?***			
1	Existence of mission statement and capacity of participants to explain this mission statement. *Desk study, Interviews (minimum of 5 interviews with stakeholders)*	Non-existence=0; existence (in coherent written document)=10 Percentage respondents who are able to recite the substance of the mission statement (none=0, all=10)	Does the mission statement explicitly address gender equality and/or women's issues?
2	Degree of anchorage of the partnership into existing public institutions as per its mandate. *Desk study, Interviews*	Percent of participants with decision making power in their home institutions (none=0; all=10) Mandate formally accepted and signed by relevant public institutions (none=0, all=10).	Does a gender focus contribute to recognition of the PPD and to the attitude toward your partnership?
3	Institutional readiness to implement PPD recommendations	Existence of a dedicated public institution in charge of following up on the implementation of the PPD's recommendations (none=0, yes =10)	What is the respective contribution of men and women to PPD institutional readiness?
Structure and participation ***How is the PPD structured; does it enable a balanced and effective participation?***			
4	Existence of rules and regulations in the partnership, including formal mechanisms in place to balance power. *Desk study, Interviews*	Non-existence of documents with rules and regulations=0, Complete set of rules and regulations=10. Equal participation of each stakeholder group(in number and level representatives): unequal or stakeholder groups missing=0; exactly equal=10).	Are women equally represented in PPD structures and possibilities to participate in the partnership?
5	Degree of participatory decision making. *Desk study, Interviews*	Percent of decisions reached by consensus or vote during partnership meetings(none=0, all=10). Active contribution of all different stakeholder groups in developing proposals (none=0, all=10).	Do women participate in PPD decision making?
Champions and leadership ***Has the PPD identified champions, and how has it tried to leverage them over time to impact the effectiveness of the dialogue process?***			
6	The presence and clear involvement of champions who are recognized as such by stakeholders *Interviews*	Existence of at least one champion in each of the participating stakeholder groups (none=0, all=10). Percent of respondents that identify the same champion(s) (all mention different champions=0,all mention the same one(s)=10).	Are there female champions? Do the champions represent women's issues?
7	Continuity of involvement of champions in dialogue or in partnership *Interviews*	Turnover rate of champions. (high, staying on only a few months=0 to low, continuous presence=10)	Is there continuity in women's leadership and presence in the PPD?
Facilitation and management ***Did the PPD engage suitable facilitators and/or managers? How has their role been defined? Have they***			

managed to effectively ensure cohesion and performance? What conflicts did they manage, and how did they resolve these?			
8	Quality of facilitation of the PPD *Desk Study Interviews*	Existence of Terms of Reference for facilitators and other members of the Secretariat? (Nonexistent=0; coherent written document=10) % of reform proposals receiving significant contribution from Secretariat staff (zero=0, 100%=10) % of reform proposals receiving significant contribution from Secretariat staff (zero=0, 100%=10) Percent of respondents who indicate that facilitators perform well (none=0, all=10)	Are there women facilitators? Do they address women's issues?
9	Quality of PPD logistics and management arrangements (responsibilities, tasks, structure, arrangements etc.) Desk Study Interviews	Existence of standardized documents addressing all PPD logistical aspects (0= none, 5= some documents but some aspects are missing, 10= all aspects covered) Existence of task descriptions for manager(s), and – if there is more than one manager – clear division of tasks (non-existence=0, clear description/division=10) Timely availability of project plans and timelines for all stakeholders (no and not for all=0 and yes for all=10)	Are women adequately represented in PPD management?
Outputs ***What outputs does the PPD produce, and under what internal processes? Have outputs from the PPD contributed to agreed-on private sector development outcomes in the shape of structure and process outputs, analytical outputs, or recommendations?***			
10	Hard outputs: analytical reports, reviews, etc	Existence of evidence-based analytical output: %of PPD recommendations that include policy papers, position papers, reviews or assessments. (none =0, all = 10) Volume of recommendation: Number and kind of economic and/or reform proposals (none=0, as planned =6, exceeding planned=10) PPD process outputs: number of working group and forum meetings (none = 0, as planned = 10)	Do the hard outputs of the PPD address gender issues?
11	Soft output: respondents reporting improved trust, cooperation, communication, etc.	% of respondents of stakeholders indicating increase in trust, understanding and cooperation between stakeholders; building of social capital.(none=0, all=10)	What are the shares of men and women reporting improved trust, cooperation, communication, and so on?
12	Impact output : Degree to which dialogue or partnership has innovated or changed existing institutional structures. *Interviews with external stakeholders*	% of respondents of external organizations who indicate the PPD has had influence on activities of their organizations. (none=0, all=10) Appreciation expressed by external stakeholders on the performance of the PPD (no knowledge at all/low appreciation=0; detailed knowledge and high appreciation=10)	Has the PPD been able to influence changes that are gender responsive?
Communication and outreach ***Has the PPD communication enabled a shared vision and understanding through the development of a common***			

language and built trust among stakeholders?			
13	Quality and frequency of communication between different stakeholder groups *Observation of meetings ; Interviews*	Distribution of time between listening and speaking of participants of different stakeholder groups in meetings of the PPD (extremely unequal=0 and very equal=10) Number of misunderstandings or disagreements in communication that are clarified (none=0, all=10)	Is the PPD communication gender inclusive?
14	Amount and kind of outreach and communication activities to civil society and media Desk-study Interviews (internal and external stakeholders)	Frequency of updates provided about the PPD (no updates provided= 0, updates provided but in inconsistent format = 5, regular and consistent updating = 10) Diversity of tools used to reach key audiences (none=0, one or two=5, at least three=10) Amount of (written, verbal, television) external communication messages (none=0, total amount (needs to be customized to situation)=10	Is there outreach and awareness- raising specifically focused on women's issues or groups?
Monitoring and evaluation ***Is there regular reporting on the process, activities, outputs, and outcomes of the PPD, and provision of follow-up actions to problems identified in these reports?***			
15	Quality of internal monitoring tools used	Application of tracking tools to keep abreast of all stages of each reform proposal (none = 0, on some issues = 5, regular and complete application = 10)	Are gender-focused reform proposals tracked?
16	Quality of reporting and documentation on activities of the partnership	Number and frequency of monitoring reports (on a scale from 0 to 10) % compliance of reporting with qualitative targets set for monitoring (not at all=0, entirely=10)	Are gender-focused outputs and outcomes monitored?
17	Degree to which monitoring results have resulted in changes in planning and targets	Existence of specific criteria (including cost-benefit analysis) as basis for issue selection (none=0, existence of specific criteria=10) Existence of follow up process with decision makers (none = 0, yes but ineffective or irregular = 5, yes and effective = 10) Percent of follow-up actions on recommendations in monitoring reports (no recommendations followed up=0, all recommendations followed up=10)	Has gender-focused monitoring facilitated better gender-informed planning and target setting?
18	Use of ex-post Assessment	%PPD recommendations that have ex-post assessments carried out on reforms passed thanks to the PPD (none=0, all=10)	Has this assessment addressed the gender-responsiveness of the PPD?
Sub-national ***Has the dialogue been conducted at all levels of decision making down to the most local level possible and involving microentrepreneurs, SMEs, and local stakeholders?***			
19	Existence of local and regional structures or consultation mechanisms for the dialogue or partnership *Desk study Interviews; Interviews with beneficiaries and target groups at the local level*	Consultation of PPD (through formal structures/channels) at further decentralized geographical levels (no at all=0, many channels and all relevant levels=10) Percent of respondents at the level of local target groups (indirect beneficiaries of the PPD) who are satisfied with the performance of the PPD (none=0, all=10)	Does the PPD consult equally with women stakeholders?
20	Existence of activities of the PPD at other levels (local, regional or	Number of activities at other levels than the dialogue and partnership itself (none=0, many	Does outreach at different levels reach women

	national) through ad hoc activities or dedicated programs or working groups *Interviews (internal and external stakeholders)*	and at many different levels=10)	stakeholders?
Sector-specific ***Have sector-specific or issue-specific public-private dialogues been encouraged?***			
21	Degree to which the dialogue or partnership addresses specific problems of participants *Desk study, Interviews*	Number of (sub) sector -specific working groups in the PPD (none=0, all relevant sub sectors= 10)	Are gender-specific sectoral issues or gender issues faced by participants addressed?
22	Capacity of the dialogue or partnership to generate concrete solutions to specific problems of participants *Desk study, Interviews*	Number of (sub) sector specific proposals generated (none=10, at least one per year for each (sub) sector or issue=10) Quality of these proposals rated by the evaluator(s) (on a scale from 0-10)	Does the PPD have the capacity to generate gender-responsive sector solutions?
International Role ***Does the PPD represent and promote national and regional interests of both public and private actors in international negotiations and international dialogue processes?***			
23	Presence and participation of participants in the dialogue or partnership at international forums and conferences *Desk study; Interviews*	Number of international events in which representatives of the PPD participated (non=0, all relevant international forums and conferences=10) Number of presentations on the PPD for audience as a percentage of total events in which was participated (none=0, all=10)	Is there gender balance in the opportunities to participate in international forums?
24	Active consultation and contacts made by international actors to learn from the dialogue or partnerships *Desk study; Interviews*	Number of international actors who made inquiries with the PPD (none=0, regular inquiries by different international actors (at least 10 inquiries of 5 different actors)=10)	Is gender-focused information on activities shared internationally?
Post-conflict/disaster and crisis mitigation/management ***Has the PPD contributed to consolidate peace and rebuild the economy through private sector development in postconflict and crisis environments, including post–natural disaster?***			
25	Capacity to put crisis on the agenda of the dialogue or partnership and resolve them *Desk study; Interviews (participants in the PPD)*	Existence of an internal communication strategy to mitigate crisis (not existent=0, existent (written and coherent) =10) Percent of crisis that have been peacefully resolved within the PPD according to respondents. Average % of all respondents (none=0, all=10)	Does the PPD recognize and address gender dimensions of conflict?
26	Contribution made by the dialogue or partnership to crisis resolution and peace building in its external environment. *Desk study, Interviews (external stakeholders)*	Existence of an external communication strategy to mitigate crisis in the direct external environment of the PPD (not existent=0, existent (written and coherent) =10) Number of relevant crisis in the direct context of the PPD positively influenced by the PPD, according to external stakeholders. (no influence at all=0, in all crisis positive contribution noticeable=10)	Is the role of women in conflict resolution recognized and supported?
Development partners ***How dependent is the PPD on the input and support of donors? How has the donor agenda affected the decisions***			

of the PPD?			
27	Degree of dependence of the PPD on financial support of development partners (DPs) *Desk study*	Amount of financial support from DPs as a percentage of the total costs of the dialogue or partnership (total budget provided by DPs=0, more than 50% of budget provided by own resources=10)	Are DPs proactive or otherwise engaged in promoting a gender focus as part of their support to the PPD?
28	Degree of autonomy of the agenda of the PPD from agendas of development partners *Desk study, Interviews*	Number of points on the agenda that were promoted by DPs as a percentage of total issues on the agenda. (all points promoted by DPs=0, no points promoted by DPs=10	Do development partners influence (positively or negatively) the focus of the PPD on gender issues?
29	Degree of which the DPs give the needed assistance to the PPD facilitator	Amount and quality of training received by the PPD Secretariat members (insufficient=0, appropriate=10)	Do DPs support gender-inclusive facilitation and/or capacity building of facilitators to address gender issues?

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VITAL VOICES
GLOBAL PARTNERSHIP