

## Annex J      Advocacy Programmes

Danida funds business advocacy programmes in several sub-Saharan countries:

- Tanzania – the advocacy component of the Business Environment Strengthening programme (BEST-AC)
- Kenya – Business Advocacy Fund (BAF)
- Mozambique – Fundo para Ambiente de Negocios (FAN)

Table 1 below is largely based on comparisons with BEST-AC's given the greater documentation on its experience to date. FAN has only recently begun.

**Table 1 - Comparison of BUSAC with other Danida-funded business advocacy programmes**

Factor	Program	Other Programmes	BUSAC
Government influence	BEST-AC	The 2008 review highlighted that BEST-AC should look for more opportunities to promote and support regular public private dialogue between ministries and associations. <sup>1</sup>	BUSAC has also found that establishing such relationships (beyond those at a local level) challenging.
		2013 review found that long term relationships between PSOs and government in some sectors, with some evidence of culture shift but that building powerful and appropriate relationships with government remained a challenge. The reviewers argued that BEST-AC and the PSOs should take a more strategic approach that creates systemic and culture change.	BUSAC does not take a strategic approach.
		One approach to this has been using 'strategic relationships' with two umbrella PSOs, the Tanzania Private Sector Foundation and the Zanzibar Chamber of Commerce Industry and Agriculture. This provides it with a grounding in the local advocacy markets, although has the risk of compromising independence.	BUSAC does not operate along these lines.
		A rapid response fund for grants of up to USD 5,000 to enable PSOs to respond very quickly to any Government actions or changes in policy. This was strongly welcomed, and in the main, used effectively by the PSOs.	BUSAC never operated this type of quick grant facility.
		Introduction of 'networking' events to encourage debate and dialogue within the business community and with Government. These included breakfast meetings and business dinners, the latter focusing on contentious issues.	BUSAC II carried out some of this type of networking.
M&E	BEST-AC	Weak reporting of impact from PSOs although this has been greatly strengthened in recent years through setting up the longitudinal impact assessment research.	BUSAC II longitudinal study provides much of the capacity building evidence used in this Evaluation. Generally, the analyses to date suggest that Ghanaian

<sup>1</sup> Irwin Grayson (2008) Best-Advocacy Component, Implementation support review, Irwin Grayson Associates in association with Annabel Jackson Associates.

Factor	Program	Other Programmes	BUSAC
			institutions are weaker than those in Tanzania.
		Particular criticism of the quality of evaluation of BEST's media programmes.	
Selection	BEST-AC	Following the mid-term review in October 2006 Phase 1 introduced; greater flexibility in the application process and a far closer relationship between the BEST-AC team and private sector organisations (PSOs). As part of this, calls were abandoned and applications were accepted at any time; the role of service providers was massively reduced with the BEST-AC team providing general support to PSOs.	This is a very different approach to that operated by BUSAC II, although the approach to invitational grants a step towards the BEST model.
	BAF	BAF is concentrated more on Nairobi and the key urban areas.	BUSAC quickly moved to a national model and BUSAC II intensified its rural work through expanding in the North of Ghana through working with FBOs.
		BAF 1 limited its support to Business Membership Organisations (BMOs), non-profit organisations that are supported by members with common interests in the business sector. BAF 2 will expand its reach to include civil society organisations. BAF 2 will also engage with the Trade Union (TUs) movement.	BUSAC worked with all of these type of organisations from inception with decent results for all types of institutions.
Capacity	BEST - AC	BEST-AC adopted the Irwin Grayson 5 capacity tool and used it to underpin much of its work with the PSOs (the application process, training etc.). The 5 step methodology was very well received by partner PSOs.	BUSAC II has also adopted this with positive results found by the Evaluation..
Governance	BEST - AC	The BEST-AC team, donor partners and the final review agreed that the board performed a useful role. The expansion of its remit to include strategic oversight, and the inclusion of senior private sector and Government expertise, were particularly valuable.	BUSAC II also has Government and private sector representation on its Board, although the attendance by the government representatives has been lacking.
Types of grantees	BEST - AC	The 2013 review suggested that BEST-AC should fund a broad mix of PSOs: large and small, national, regional and local, in different sectors rather than solely concentrating on the largest and most developed PSOs.	BUSAC has always funded a broad mix of organisations. This Evaluation suggests that there are trade-offs between the relative costs of district level grants and the higher success of these grant projects.
Media	BEST - AC	A significant gap in the original BEST-AC design was its limited work with the media. This was recognised towards the end of the first phase of BEST-AC and a media development component was developed for Phase II.	The use of media by grantees is part of BUSAC's objectives and in general the Evaluation found improved understanding and coverage by the media of BUSAC related activities.
	BAF	BAF 2 also recognised this adding the objective of securing improved coverage in the media to raise awareness of the importance of the private	

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		sector as part of their operations.	
Sustainability	BAF	The BAF I review found that of the 380+ BMOs, only 10 could be described as independent financially and organisationally sustainable.	The Evaluation also concluded that many of the grantee's receiving BUSAC's support were unlikely to be financially sustainable without it.

The main similarities between the BUSAC, BAF and BEST-AC programmes are that they have evolved substantially since their first interventions. This reflects both the need to respond to the challenges of a complex sector and set of objectives, but also the substantial learning that has developed in relation to both understanding how business advocacy can create improved market environments, as well as how to effectively run business advocacy programmes. A 2012 conference, which brought together a number of such programmes, shows that there are many challenges still being faced. The most relevant in respect to BUSAC that other programmes are also experiencing, include how to:

- build powerful and appropriate relationships with government
- leverage the position of the organisation to influence government
- create a strategic approach to regulatory reform e.g. through Regulatory impact assessments, or a guillotine approach to existing legislation
- use the media effectively as a tool in influencing the public and government
- ensure grants making is value for more money, especially if there is strong pressure from donors to meet disbursement targets
- capture the strategic importance of the advocacy organisation without linking it to indicators such as Doing Business, which is not a particularly meaningful indicator of their performance
- obtain a clear set of objectives from different donors, where there are multiple funders
- ensure the long-term sustainability of the advocacy organisations (e.g. through an endowment) when donors move on to fund other subjects.