

Communications for dialogue & advocacy



Communications & public relations

Contents

1.	INTRODUCTION.....	3
2.	EFFECTIVE COMMUNICATIONS	4
3.	INTRODUCING PUBLIC RELATIONS	6
4.	EFFECTIVE PUBLIC RELATIONS	6
5.	DEVELOPING A COMMUNICATIONS AND PUBLIC RELATIONS STRATEGY	9
6.	EVALUATING YOUR COMMUNICATIONS AND PUBLIC RELATIONS WORK.....	15

This workbook has been written by Joanna Martin and edited by David Irwin

© Copyright 2020. This handbook is copyright. It may not be reproduced in any form for commercial gain, but may be freely copied for use by business membership organisations provided that the source is quoted.

Communications for advocacy

Communications & public relations

1. Introduction

Communications is a vital component of your work as a Business Member Organisation (BMO). Without communications, no action can take place, and your stakeholders remain in the dark about what you are trying to achieve as a business enabling entity. Without a communications and public relations strategy to guide you, there would be no engine to drive the advocacy work of your organisation.

Effective advocacy requires that you can communicate your messages convincingly. This requires not only that you have convincing evidence but also that you can prepare and convey your messages in a way that is totally compelling. That means that you need to develop good communication skills. It is also likely, especially if you want or need to win over public opinion that you will need to develop good public relations skills. The two are inextricably linked.

Communicating what we want to convey accurately and concisely is not as easy as we would like but is essential if we want to persuade policy makers and opinion formers to adopt our fair and reasonable point of view.

People who communicate effectively are more successful in achieving their goals. They express themselves directly and without hostility, thus building good working relationships and creating goodwill and a feeling of well-being between themselves and others. With practice, we can all behave assertively and communicate effectively, but we have to want to learn and be prepared to change.

The aim of this handbook is to raise awareness of the power of effective communications and public relations. By the end of the book you will:

- Understand how a communications and public relations strategy can help drive your organisation's objectives;
- Have been introduced to the skills necessary to implement a specific campaign communications plan;
- Identify your target audience, and prepare key messages and communication tools accordingly;
- Evaluate your communications and public relations activities.

2. Effective communications

2.1 Overview of communications

Communication is a process of exchanging information, ideas, and thoughts through speech, non-verbal signals, gestures, and written words and symbols. Effective communication is about encouraging people to see your viewpoint as reasonable and act in favour of your organisation, product or a service. This can be done in various ways and with different purposes, such as engaging in interactive dialogue, challenging opinions, and changing behaviour and mind-sets. It is impossible not to communicate, and we do it through:

- Spoken or verbal communication:
 - Face-to-face, telephone, radio or television and other media;
 - Non-verbal communication:
 - Body language, gestures, how we dress or act - even our scent.
- Written communication such as letters, e-mails, research papers, policy briefs, books, magazines, the internet, including social media blogs and vlogs.
- Visualisations including PowerPoint, graphs and charts, photographs, cartoons, maps, logos etc. all can communicate messages.

We usually communicate evidence, information and knowledge in order to inspire and inform development policy and practice. There are several steps we can take to improve our communication, to make it more inspirational and informative. The first step is simply to think through why we are communicating at all.

Effective communication promotes:

- Positive stakeholder relationships and open two-way communication;
- Your organisation becoming a trusted source of expertise and opinion;
- Increased visibility and power to communicate your advocacy issues.

Communication is one of the most important tools for advocacy, during which you have to influence, negotiate and reach consensus. It is the process by which information, and emotions, are exchanged between or among individuals through a common system of symbols, signs and behaviour. For communication to take place there must be a transmission of thoughts, ideas and feelings from one person to another. Leaders in any organisation have to be skilled communicators to achieve their objectives. Ingie Hovland, of the ODI, explains:



Communication is crucial in development – whether in the form of dissemination, guidelines, prescriptions, recommendations, advocacy, promotion, persuasion, education, conversation, roundtables, consultations, dialogue, counselling or entertainment. Sometimes, providing information is the most powerful strategy available. Information is a tool that helps people help themselves, in a ‘fishing-pole-rather-than-fish’ sort of way. Information is also the lever that people need to hold government accountable and to ensure transparency in participative and empowering processes (2005:1)



Promoting awareness of your advocacy issue by providing information and triggering discussion is a vital part of your work. It is about presenting your argument as a reasonable one and consequently building a shared understanding amongst your stakeholders, which can lead to social and political change and ultimately ease the business environment in Kenya, your overall aim.

However, this process does not happen immediately. A high volume of communication does not lead to a better business environment. The material has to be accurate; providing incorrect information will be counter-productive. This is why it is vital to communicate effectively. This could involve launching a public relations or media campaign, which gets public opinion on your side, or by-passing the media and engaging with government directly if that is a more effective way of influencing decision makers.

2.2 Strategic communications

It is simply not good enough to produce a flurry of communication tools (press releases, articles, TV announcements, blogs or vlogs etc.) and keep throwing them in one direction hoping that the information will stick at some point and ‘fingers crossed’ that the recipients of your products will take action. Effective communication needs a strategy, an overall approach to achieve a specified objective. The bigger picture! This could be a communications and public relations strategy, which reflects your organisations values and sets out to promote your advocacy issues in a logical, clear and compelling way.

To communicate strategically is to develop and manage purposeful communication, working to achieve an organisational goal rather than just distributing information ad hoc without a clear timeline and objectives of what you want to achieve when doing so.

Creating your communications and public relations strategy should always be in consultation with your stakeholders and may take several weeks to complete. The document should fall in line with your organisational strategy, or if you do not have an organisational strategy, use the communications and public relations strategy as a basis to inform the creation of your organisational strategy. Strategic communication at any organisation encompasses both internal (employee-facing) communication and external communication, which is typically divided into several departments: branding, public relations, crisis management, corporate responsibility, investor relations, marketing and advertising. Your BMO resources may be limited. Therefore, the more strategic you can be the more time and effort you will save and will then be able to maximise output.

2.3 A communications plan

Within the strategy, a communications plan can be developed (see handbook 3.2, media relations for an example), which sets out a clear framework on how to take the strategy forward. This plan can focus on one event and be updated every three months for example. The plan may also include the launch of a specific media campaign. The plan could include the following sections: activities, person responsible for its implementation, objectives, target audience, messages, communications tools, timelines, budget and evaluation etc.

3. Introducing public relations

Public relations (PR) can be simply understood as the communication process between companies, organisations or individuals and the general public. The Public Relations Society of America defines public relations as *“a strategic communication process that builds mutually beneficial relationships between organisations and their publics.”* A public relations professional works to build an organisation’s exposure to shareholders, partners, customers, potential customers and others through controlled messaging that shapes a consistent brand identity.

Public relations is the term used to describe the issues and messages communicated directly between an organisation and its stakeholders. Public relations can help in educating a stakeholder group, correcting a mistruth, or building or improving an image. The role of PR is to enhance and build a good reputation, and to prevent or mitigate damage to that reputation.

Public relations include, but are not limited to, some specialist areas including:

- Issue management;
- Reputation management; and
- Crisis management.

4. Effective public relations

4.1 Strategic public relations for advocacy

Communications is always important, but advocacy needs a strategy, a communications and public relations strategy that can attract the attention of targeted audiences. Plans should be made for internal (within the organisation or network) and external (with allies and opponents) communication. The strategy must reflect the people with whom you are communicating, about what, and why. Any organisation needs to have strategic communications in which:

- The purpose of all communications is clear – sending a clear message is essential, despite the fact that often issues are complex, if you are to succeed in influencing decision-makers and winning public support;
- Target audiences are known, analysed and identified;
- Timing for the communication is planned, in order not to conflict with other events.

Communication and public relations strategies that work:

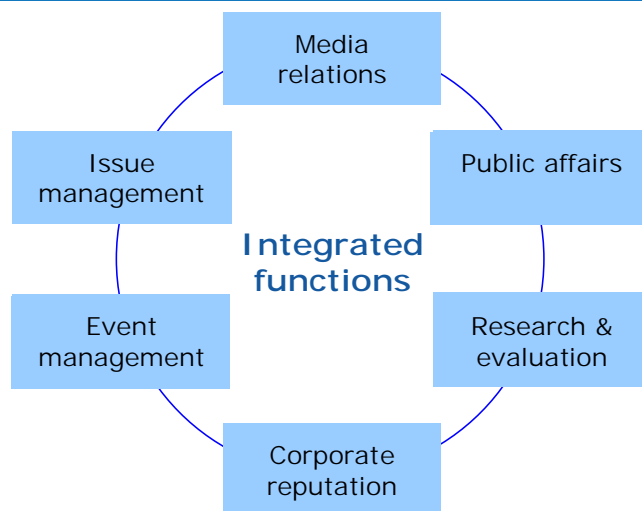
- While it is important to maintain relationships with a range of people, including political decision-makers, you should remain independent, reliable and credible. You also have to establish yourself as a reliable and independent source for the media, basically be an honest broker on all sides.
- You need to choose in what way you wish to get involved based on your organisation’s principles, opportunities and capacity.
- You have to be able to back up your facts. Avoid ideologically highly charged language with the media.

- The messenger is as important as the message: identify and use highly respected independent experts where appropriate.
- You can make a big impact by translating work from the field of research into simple language and bringing it to bear in the policy debate.
- Put pictures in people's minds by making use of the media.

4.2 The elements of public relations

There are a number of elements of public relations, some of which will be more important to BMOs than others. These need to be integrated into the strategy and all must be complementary.

Figure 1: PR functions



Source: adapted from Oliver (2007)

It is likely that issue management will be the most important to business member organisations, but do not forget the other elements. As far as private sector advocacy is concerned, public relations is about informing and influencing a range of stakeholders through effective public communications. Despite what Oscar Wilde said ("The only thing worse than being talked about is not being talked about"), in private sector advocacy, bad publicity is likely to be worse than no publicity as it might influence people in a way other than the way for which they the organisation is hoping.

Good PR encourages the media (newspapers, magazines, TV and radio) to promote your message favourably. Modern public relations uses a variety of techniques including opinion polling and focus groups to evaluate public opinion, combined with a range of techniques to distribute information. To be effective, however, it is important to have a communications plan which ensures that messages in all media are reinforcing. If you have a wider PR strategy for your organisation, then PR for the specific issue needs to be complementary.

4.3 The process of public relations

Cutlip, Center and Broom (Broom 2013) describe the public relations process in four steps:

- Defining public relations problems: usually through situational analysis a SWOT analysis to address the question of what's happening now;
- Planning and programming: should address the question of what should we do and say and why;
- Taking action and communicating: should address the question of how and when do we do and say it;
- Evaluating the programme: should address the question of how did we do.

Other authors have developed their own models and acronyms:

- Sheila Crifasi (2000) uses ROSIE to cover the five steps of research, objectives, strategies, implementation and evaluation;
- Kathleen Kelly (1998) uses ROPES to cover research, objectives, programme, evaluation and stewardship;
- Center and Jackson (1995) define four steps of fact-finding and data gathering, planning and programming, action and communication, evaluation.

It really does not matter which model you use, as long as you are comfortable with the one you choose. And having chosen one, stick to it, because you are then less likely to miss a step.

4.4 Tips for effective public relations

The quantity of the organisation's coverage is less important than its quality. When agreeing on an issue you wish to actively communicate you will need to agree on a plan of action and consider launching a campaign. Your BMO should also review progress of the campaign at regular intervals.

Always stick to the truth, the facts are sure to be uncovered eventually. And if bad news breaks, it is better to admit the reality to everyone.

Also, be cautious that in dealing with PR, your organisation is not perceived to be unduly biased for or against any members through its endorsement of advertising, speeches at product launches, statements to the press, etc.

The following are different avenues you may wish to consider for effective public relations activities. It is important that those staff members involved in public relations, or external consultants always be kept informed about the organisation's public actions.

Using the print media: published articles that mention your organisation or products can be more credible to the public than straightforward advertising. Buy and read the newspapers and magazines you want to influence.

Using radio: the numerous radio programmes at local and national level can be a valuable asset to any public campaign. But first you need to be clear about your

message and target audience. Then check on the size and type of audience that the radio will reach. Talk to the most likely radio station to get the message across to your target audience.

Using TV: treat cameras and microphones as if they were friendly people. Accept invitations to appear on TV, so long as you are confident in front of a camera. If you are not, do not easily waste such an opportunity. You could carefully identify another staff or committee member of the organisation who is confident.

Talking to journalists: it always pays to cultivate good relationships with the press and journalists. When talking to journalists, think before you make a response, give straightforward answers, and speak with confidence. Remember that journalists often need a newsworthy angle to every story that makes interesting listening or reading.

Using statistics: readers, TV viewers, and radio listeners are always impressed by statistics. One feature of statistics is that the same data can be presented in a favourable or unfavourable light, depending on how you handle the figures. Always be on the look-out for data to support your case. Arguments supported by such always sound more credible than when based on your own research or data.

Monitoring the press and public announcements: other people or organisations will sometimes create PR opportunities for you, including media coverage that you would not have been able to obtain by yourself. You need to be always ready to take advantage. You should have a specific person within your organisation who monitors the various newspapers and other media for relevant information, including any cases being argued by others either in support or against your organisation's influencing objectives. Whenever such are found, a deliberate decision should be made about how to treat that PR issue – either as an opportunity to strengthen your case, or for damage control.

5. Developing a communications and public relations strategy

A dynamic strategy is one that maintains the organisation's goals and objectives whilst effecting change in public understanding and perception. In practice this means that within an organisation's structure, whatever that might be, future plans and implementation programmes are determined. The resulting goals and objectives are briefed directly to those within the organisation so that everyone's responsibilities and internal roles during the implementation phase of the plan are clearly understood.

Within the context of an organisation's goals and objectives will be a set of desirable relationships. Employees, for example, need to identify with the organisation's objectives and feel motivated by the challenge to meet the organisation's goals. Stakeholders, on the other hand need to feel reassured that the organisation is working in their best interest and getting things done, including enabling a better business environment, for example.

The objectives and goals of the organisation will not change, only the communications and public relations strategy. Furthermore, following this process, as the organisation evolves, so will the strategy.

Good communications and public relations responds to change and the dynamic approach will ensure that your organisation's goals and objectives are shared throughout the organisation and supported by your stakeholders. Let us look now at how to develop an effective communications and public relations strategy.

5.1 Writing your communications and public relations strategy

Begin with writing a statement of purpose: It is useful to say up front why you have developed a strategy or plan and what you hope to achieve from it, and what you want your recipients to get out of it. This does not need to be very detailed; it acts as a reference and reminder for those using it in their work.

Describe your current situation: Outline what your organisation does, its main functions and where it operates.

A SWOT analysis involves listing your organisation's strengths, weaknesses, opportunities and threats. Think about what this means in terms of your communications and public relations output now and in the past. How can threats be turned into opportunities?

Organisational objectives and communications objectives: Consider your organisation's overall vision and core aims and objectives at this stage. Then ask yourself:

- What do you want to achieve from your communications?
 - Policy dialogue to take place; and
 - Constructive exchange at local, national, regional and global levels between your BMO and government, policy makers etc.

Knowledge management and communications are an important element of your strategy. How to disseminate information, conveying key messages etc. are fundamental aspects. For example:

- How do you intend to share your lessons learned?
 - Sharing of experience and lessons learnt from interventions;
 - Knowledge generated from policy dialogue, with regions, central government and development partners;
- What do you want to improve?
 - Sharing of experience and lessons learnt from interventions;
 - Knowledge management online and make that knowledge accessible to wider audiences;
 - To ramp up your organisation's visibility online and in national and international media if appropriate;

With increased visibility, stakeholders will likely pay closer attention to your issues. A strong, well-managed brand helps build credibility and influence. This, in turn, opens the necessary space for policy dialogue.

Target audience: In this section, you could break down your internal (staff, Board members, members etc.) and external audiences (MPs, Senate, government etc.) and give a detailed description of both. What communication do they want or expect from you? What do you wish to inform them about?

Key messages: Once you have identified your audience, next, break down your objectives into relevant messages. The following is adapted from "How to Develop a Communications Strategy" and illustrates how to create messages:

"Your messages should be relevant and appropriate to the audience. You might want to speak to your supporters and donors in a much more direct language than you would use for local authorities or other funders. But it is very important that there is continuity across the messages. It is important that all your stakeholders understand what kind of organisation you are, so your messaging needs always link back to your key organisational objectives and values. Strategic targeting and consistency are key to your organisation's messages. Create a comprehensive case covering all the key messages and emphasise the different elements of the case for different audiences. To maximise impact, you should summarise the case in three key points which can be constantly repeated. Remember that communications is all about storytelling: use interesting narrative, human interest stories and arresting imagery. The table below sets out some examples of how messages can be tailored to different audiences.

Audience	What they need to know	Key communications messages
Members	<ul style="list-style-type: none"> ▪ What we offer them ▪ How to access our services ▪ Where to go for advice 	<ul style="list-style-type: none"> ▪ We provide useful, practical information and support ▪ We are trustworthy and reliable ▪ We put members/services users first and value their opinions
Local MP or members of county assembly	<ul style="list-style-type: none"> ▪ What we want to see changed in policy terms ▪ Our strong evidence base and supporter base 	<ul style="list-style-type: none"> ▪ We have a strong evidence base and our calls are grounded in robust evidence ▪ We have a good knowledge of the policy environment ▪ We are a well-respected, authoritative organisation
Supporters	<ul style="list-style-type: none"> ▪ We have the ability to make change if they help us 	<ul style="list-style-type: none"> ▪ We need you to support our campaign by writing to your MP, signing our e-petition, donating to us etc.

Adapted from the source: www.knowhownonprofit.org

Timing your key messages: Kenya experienced a lot of preventable fires throughout 2017, including nine schoolgirls dying in a boarding school and regular fires occurring at Gikomba market in Nairobi. Organisations like the Association of Fire Protection Industry Stakeholders (AFPIS) have seized on these events to highlight their work in better improving fire safety in Kenya. They used an existing position paper and presented it in a media briefing and held separate meetings with the senate showing them not only the paper but also evidence of media output including newspaper clippings and broadcast coverage. They intend to repeat this cycle until something significant is done to amend the laws and place more emphasis on budget allocation on improving and expanding fire stations across major cities in Kenya. Thus making urban areas safer for citizens.

The European Union calls this timely work 'seizing an opportunity', as noted in the EU visibility manual:



Activities need to be timely; information used must be accurate [...] However, there should also be room in any plan to seize a good opportunity. A good communication reflex and the ability to exploit unexpected opportunities to the benefit of the action will often be as important as more formal efforts and may often be free of cost. Where such opportunities arise, they should be exploited (2010: 7)



Storytelling: wrapping facts and figures in the context of storytelling can help make data more memorable to a reader. Stories help us to logically sort through what we are being told and grasp messages clearly. When presenting your findings of a survey or report for example, you could back it up with a case study or human-interest story to grab the reader's attention. Storytelling when running communications campaigns can also be an effective way to communicate your organisation's policy ideas: *"Most campaigns are based on an oral history, which contains a range of multiple and conflicting perspectives. An effective campaign is based on stories and the extent to which these are accepted by different parties"* Chapman and Fisher (1999).

Using narratives and story to help effect transition: Storytelling can be used to identify and exchange experiences, explore what we think is reasonable in our world, sift through data and present it in a memorable way, and inspire people to make a change, to act on amending a policy etc. *"Stories are the fuel that drive communications. The trick is to select and produce the stories that move us towards our desired results."* The European Union visibility manual, 2010.

Great stories are never about big issues or complex problems. Stories are always about how ordinary people are affected by big issues and complex problems. To identify a compelling story angle, find an ordinary person directly affected by your issue, and "frame" your story around that person. The following will be considered when telling a story:

- Humanity and human emotion
- Stories and storytelling formats
- How ordinary people are affected by big issues
- How ordinary people react to extraordinary situations
- Something that makes the audience ask: "what if it was me?"
- Something new, unusual, or breaks stereotypes
- An unforgettable image, sound, or moment
- Something that touches the audience's lives directly

Communication tools: an annual report suitable for external audiences? A newsletter, a way to keep staff updated? For each audience identified, indicate the best tools for communicating with them. These might include an e-shot, training session, conference, leaflet, press release, press conference or broader methods such as media and your website.

"Once you have looked at the tools you have, you can begin to construct your communications and PR strategy or plan, linking audiences, messages and channels. For example:

Audience	Key communications messages	Key communications tools
Members	<ul style="list-style-type: none"> ▪ We provide useful, practical information and support ▪ We are trustworthy and reliable ▪ We put members/services users first and value their opinions 	<ul style="list-style-type: none"> ▪ member/service user e-bulletin ▪ Quarterly member meetings ▪ Member representation on the Board ▪ Media training for members who are keen to act as spokespeople
Politicians	<ul style="list-style-type: none"> ▪ We have a strong evidence base and our calls are grounded in robust evidence ▪ We have a good knowledge of the policy environment ▪ We are a well-respected, authoritative organisation 	<ul style="list-style-type: none"> ▪ Quarterly policy briefings on specific policy areas ▪ Look into creating an All Party Parliamentary Group ▪ Ensure all press releases are sent to relevant government department in advance ▪ Positive media coverage

Adapted from the source: www.knowhownonprofit.org

5.2 A word about the media

The media is interested in news. So your challenge is to demonstrate that you are making news. The results of surveys are often an excellent hook, because publishing survey results is clearly news. Your most immediate challenge is to grab the interest of, and motivate, the journalists. But the objective is, through media coverage, to inform readers, viewers or listeners. All journalists have a NEED, so deliver it. They want news that is New, Exciting and Exclusive and hits their Deadline.

5.3 The role of the media

The media plays an integral role in shaping the social context in which policies are formed by:

- Making citizens aware about how policies will affect them.
- Enabling the Government to gain feedback on their policies and programmes.
- Being a reporter between influencers and policy makers, controlling the scope of political discourse and regulating the flow of information.
- In a liberal democracy, media's role is to scrutinise critically government affairs by acting as the 'Fourth Estate' to ensure that the government can be held accountable by the public.
- The media are an active participant in the policy making process through policy issue/agenda framing and/or setting.
- Through investigative reporting by media in attempts to shape policy outcomes.

5.4 Public relations policy

You may find it helpful to have a formal a public relations policy. This can be a one-page document which reflects your organisation's mission and vision. The policy document is a way of communicating internally, so all staff understand and share the same values, and externally in terms of conveying concrete messages to stakeholders. Truth and honesty should be the foundation of your public relations policy. Honesty fosters trust, and we cannot expect to create and maintain a successful relationship with stakeholders including, your members, national governments, the press and the public if we do not have their trust. As effective communicators, we build this trust by providing an open channel through which we can give and receive information. Avoid defaming anyone.

5.5 Crisis management

Crisis management is part and parcel of getting public relations right. In times of crisis, have a statement of your mandate and values with you at all times. The names and contact numbers of all key members, business community, government, and media should be easily accessible. When a potential crisis is likely to break, research the situation, obtain and most importantly confirm facts, dates, events and list those people involved. Analyse the situation and assess the impact of the crisis on the public relations image of your BMO.

Make sure you understand the crisis so that you can quickly respond. Be prepared for your response to involve costs, it might even be embarrassing but brace yourself and deal with the crisis head on.

If you need to apologise to someone, then meet the aggrieved person first before you meet the media for example. Individuals will be upset if you do not confront them personally.

Be honest and respond promptly and you never know your public relations image may go from tarnished to becoming a well-respected source.

Here are some tips on dealing with crisis communication drawn from Melissa Agnes, a crisis management consultant:

Not all incidents and issues escalate to crisis level. Consider the following before you respond:

- Definition of a crisis, whether in the broader sense of the term or by narrowing in and defining certain specific crisis scenarios
- The crisis management levels that all incidents should be categorised into
- Specific impacts that you want your team to consider when determining the level of an incident

Create an action plan, you'll want to identify the tasks and action items that each department would need to undertake and accomplish within the first 24-48 hours of a crisis occurring.

One of the secrets to successful crisis management is timely, consistent and effective communications with your key stakeholders. Yet timely approvals of

communications can be a challenging and daunting task. So one of your goals should be to pre-define your crisis communications strategy, and to draft your communications and have them pre-approved by all the right members of your team – to the most extent possible at this point in time. The list of pre-approved communications should include:

- Crisis communication strategy (i.e.: proactive vs. reactive, means of communication, hash tag strategy, etc.)
- Key messages
- Holding statements / First response statements
- Official (written) communications to each stakeholder group

You do not want to be searching for important contact information when time is of the essence in a crisis. So be sure to include the following contact information in your action plan:

- All contact information for each member of your crisis management team
- All contact information for each crisis team member's designated alternate
- All contact information for each key stakeholder that you could potentially need to reach directly in the midst of a crisis
- All contact information for any key vendors and third party consultants/experts that may be required in the midst of a crisis

In the final section of your crisis management plan, you may want to include all additional resources and material that may be needed by any member of your crisis team in the heat of the moment.

Adapted from: Items for your crisis management plan by Melissa Agnes

6. Evaluating your communications and public relations work

Consider performing an evaluation to assess the effectiveness of your strategy with both your internal and external audiences. You should use open questions with appropriate prompts and benchmarks. Consider and discuss the results carefully and objectively and use them to amend your strategy. Example audiences to consider are your staff, funders, key political targets and media. Questions you should consider asking are: What do you read/see/hear? What works/doesn't work? What do you want to see more of? What information do you need that you are not currently supplied with? How often do you want us to communicate with you?

Ultimately assess what happened after each activity in relation to your objectives. Did you target the right audience? Were your key messages clear and compelling? Did you meet the expectations of your stakeholders? If not, why not? What could you have done differently? Do you need to be clearer and set mutual goals prior to your next planned activity?

Further reading

- Broom G (2013) Cutlip & Center's effective public relations, London: Pearson
- Center, A. H. & Jackson, P. (1995) Public Relations Practices 5th ed, USA: Prentice Hall, USA
- Chapman, J. & Fisher, T. (1999) Effective Campaigning, London: New Economics Foundation
- Crifasi, S. C, (2000) Everything's coming up ROSIE, Public Relations Tactics, 7 (9)
- EU (2010) Communication and visibility manual for European Union External Actions, Brussels: European Commission (see <http://baf.fyi/eu>)
- Hovland, I (2005), Successful communication: a toolkit for researchers and civil society organisations, London: ODI
- Kelly, K. S, "Effective Fund Raising Management," Lawrence Erlbaum Associates, USA, 1998
- Oliver, S (2007) Public Relations Strategy, London: Kogan Page





This series of advocacy competence handbooks – divided into modules and units – is intended to support business member organisations (BMOs) to engage in public private dialogue and to advocate improvements to the business environment. You are free to use the units and other materials provided that the source is acknowledged.

Foundation Unit

0. Introduction to advocacy & dialogue

Module 1: The policy process

1.1 Understanding policy and regulation

1.2 Policy analysis

1.3 The process of formulating and reforming policy

Module 2: Policy positions

2.1 Identifying, understanding & framing issues

2.2 Preparing policy positions

2.3 Influence & argumentation

Module 3: Communications

3.1 Communications & public relations

3.2 Media relations & use of social media

3.3 Interview skills

Module 4: Written communications

4.1 Branding & house styles

4.2 Writing press releases

4.3 Preparing written documents

Module 5: Managing advocacy projects

5.1 Planning an advocacy project

5.2 Budgeting & financial management

5.3 Evaluation of advocacy

Module 6: Managing a BMO

6.1 Leadership, strategy & business planning

6.2 Governance and ethics

6.3 Members and member services

Module 7: Research

7. Research methods



The Business Advocacy Network is an initiative of Irwin Grayson Associates and can be found at businessadvocacy.net. IGA can be found at irwingrayson.com and contacted at david@irwin.org. You can follow David Irwin on twitter at [@drdaavidirwin](https://twitter.com/drdaavidirwin).
