

**ZAMBIA FEDERATION OF EMPLOYERS**

on behalf of the

**ZAMBIA PRIVATE SECTOR BUSINESS ALLIANCE**

**FINAL REPORT**

**BUSINESS ADVOCACY AGENDA AND STRATEGY  
2014-2016**

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## **Introduction**

This document presents an agenda for strategy for business advocacy in Zambia from 2014 to 2016. It is a result of Group Focused Discussions held through workshops in Lusaka for various member-based business organizations in the private sector. Additional information was also obtained through focused interviews with CEOs of the various business organizations; culminating in a Validation Workshop of all stakeholders held at the Great East Road Hotel in Lusaka on 28 October 2013.

## THE AGENDA

The Zambia Federation of Employers (ZFE) has been given the mandate by other business organizations in the private sector in Zambia to be the lead institution on a rotating basis for the initial coordination in the development of an agenda for the advocacy and lobbying of government to achieve improvement in the environment for the proper functioning of business. The other private business organizations include the Zambia Chambers of Commerce and Industry, the Zambian National Farmers' Union, the Bankers' Association of Zambia, the Zambia Association of Manufacturers, the Tourism Council of Zambia, the Chamber of Mines of Zambia, the Zambia Chamber of Small Businesses Association. Together, these Associations have tentatively established a loose working alliance called the Zambia Private Sector Alliance (ZPSA) comprising CEOs of the organizations .

This initiative by the private sector is premised on the basis that government is a key player in creating the necessary environment for business enterprise and consequently consistent and regular dialogue and engagement with government cannot be a matter of choice or should it take second stage. It also proceeds on the realization that it is within the government's broader socio-economic interests to ensure the smooth performance of the private sector which is primarily the engine of economic growth, creator of jobs and source of revenues.

The private sector recognizes that government through its many agencies has been putting in legislative and regulatory measures to create the best possible business environment. There have been significant reforms under the Private Sector Reform Support Programme (PSRSP) in which the private sector has actively participated. Reforms under this umbrella have included business registration, tax, immigration, investments, import and export procedures, local government and other licenses. Notwithstanding these measures, there are still important areas that are huge constraints to business in Zambia. These are the specific areas that we want to engage government over, in order to achieve a win-win situation. Some of the areas are sector specific but others affect all the sectors. Some require policy development as well as legislation while others need only implementation. Some are of a short-term nature while others have a long-term dimension. Some require huge resource allocation or foregone resources to implement while others much less. Some depend on extensive consultations while others are pretty much straight forward. Yet each one of these affects the business environment.

Realizing that we cannot put everything on the table, it is only fair to prioritize the key areas of concern on the basis of consultations among the business organizations.

### 1. OUTLINE OF AGENDA ITEMS

**We need deeper and wider consultations before policy is developed.** While government has the sole responsibility for formulating and regulating policy the private sector and households are on the receiving end. We recognize government policy will shift and fluctuate from time to time; but because of the implications of

policy measures on business environment and performance, government should take time to consult with the private sector on policy measures it intends to adopt. There has been a tendency of late for government to take the private sector by surprise in a way that seems to suggest that government takes a view that the private sector is not a partner. We therefore seek government to pay attention to:

1. Wider consultation in a transparent and mutually beneficial manner on policy
2. Predictability, stability and sustainability of policies

**We need a social security system that does not put the whole burden of social protection on the private sector.** The current social security system has been ineffective and placed an unfair share for social protection on the employer while the institutions responsible fail to fully cover their obligations in terms of pensions and other compensations. Therefore we call on government:

3. To streamline and reform the operations of NAPSA and Workers Compensation Fund
4. Introduce health insurance for all and extend it to pharmacies and drugs

**We need government to address specific issues related to individual sectors.** Some policy measures targeted at specific sectors or measures that affect specific sectors often put these sectors at a disadvantage with regard to business competitiveness in the domestic or foreign markets. Of course others are designed to support the sector; but these are the least of our concerns. Major concerns are:

5. Reduce the cost of access and high tariffs on ICT
6. Enact a mutually agreed Freedom of Information Bill
7. Local governments should designate places appropriately to support access to water through PPP
8. Government should reduce borrowing from the domestic market
9. The newly-established bank for civil servants should not lend below market interest rates
10. PPP in the delivery of artisan training and apprenticeship to meet the needs of the private sector
11. Review the CEEC/ZPPA procurement and reservations to be specific and mandatory clearly stated for locals
12. Clients in construction must give guarantees of payments just as contractors give guarantees of performance

13. Business enterprises specifically reserved for Zambians at the micro, small and medium scale levels should be restricted against foreign entry
14. The current Tourism Act needs to be replaced by the Zambia Tourism Authority Act as it has aided low standards, over-regulation of few enterprises and concentration of power in the Director
15. Transform the Zambia National Quality Policy under the MCTI into an Act of Parliament
16. Legislate the SME Policy to allow for budgetary allocations
17. The wholesome lumping of the SME under Local Enterprise Development in the Zambia Development Agency (ZDA) should be reversed to separate SMEs from large enterprises
18. The SI 55 of the Bank of Zambia of 2013 should be streamlined to allow for far less paper work which currently is delaying exports compared to previously
19. The revised Water Act enforcement regulations should be explained to major stakeholders like the mines where some of them have the wettest mines
20. Capital allowances on equipment for the mines should be VAT free
21. The pending introduction by government of monthly instead of lump sum payments for pensioners should be reviewed in consultation with the business community

## **2. AGENDA ITEMS IN DETAIL**

### **Agenda item 1: Wider consultation in a transparent and mutually beneficial manner on policy**

The growing tendency for developing and implementing important policy measures after unexhausted or even without any consultations with the private sector at all; literally taking the private sector unawares; imposes huge costs on business both in terms of adjustment costs and also in terms of compliance costs, all of which would usually be unplanned and unbudgeted.

- Government is called upon to be transparent and genuinely accommodating through consultations on policy matters before they are developed and implemented in order to cushion the impact on business
- Government is requested to create a platform, specifically through the Private Sector Reform Programme (PSRP) at Cabinet Office, at which the ZPSA can engage Government on the Agenda

## **Agenda item 2: Predictability, stability and sustainability of policies**

Business confidence and the resultant motivation to invest new or additional capital is often a function of many factors not least the predictability and stability of government policies over a lead period into the future. Instability and unpredictability of policy measures have the reverse effects, slowing down or even holding back investments in new capital, manpower development and corporate social responsibility. Sustainability of policies also considers how far the private sector can implement those policies sustainably, that is, without going under.

- It is critical for government to have more long-term perspective on policy measures and also have a simulated idea on the effects on business before implementing policies

**Agenda item 3: To streamline and reform the operations of NAPSA and Workers Compensation Fund.** The current social security system is characterized by:

- Inadequate coverage of workers
- Inadequate and late payments of compensations
- Consequently placing undue burden on the employer instead of the institutions responsible, which is too costly to business
- High penalty fees for late compliance regardless of business performance
- Inadequate coverage of maternity protection for employees

Government should as a matter of priority consult with stakeholders to reform both the NAPSA and WCF

**Agenda item 4: Introduce health insurance for all and extend it to pharmacies and drugs.** The health system is not functioning efficiently to bring medicare to many employees resulting in the employer taking on the bulk of the costs of medicare and this has continued to be costly for business.

- Government should work out an all-encompassing health insurance scheme that includes families and extends to drugs and pharmacies

## **Agenda item 5: Reduce the cost of access and high tariffs on ICT**

Zambia has among the highest accessibility and tariffs on ICTs of any country in the SADC region. Part of the reason seems to stem from the apparently high institutional maintenance costs like the ZICTA and the high taxes. With increasing use of ICTs, these are additional real costs to business and have placed many businesses in an uncompetitive situation.

- Government should reduce the operational costs of regulating ICTs and reduce taxes on tariffs to allow the savings reduce the costs of ICT access
- Government should re-consider its stand on barring additional players in the ICT market in order to create the necessary competition that would allow reduced costs of access

## **Agenda item 6: Enact a mutually agreed Freedom of Information Bill**

The FOB is important to business in Zambia because it compels government and its agencies to make full disclosure, on demand by economic units, in a way that allows transparency in government dealings and removes elements of corruption for instance in procurement and therefore levels the playing field to competitive levels

- Government should not continue to drag on enacting the FOB

**Agenda item 7: Local governments should designate places appropriately to support access to water through PPP**

Provision of water by local authorities is chaotic, unplanned and irregular and has over the years imposed huge costs on business to the extent that many business enterprises have been forced to close. Yet local authorities and their utilities insist on providing a service they are clearly incompetent to provide.

- Government should compel the local authorities to designate certain areas for PPPs in the provision of water and sanitation

**Agenda item 8: Government should reduce borrowing from the domestic market**

The growing tendency for government to borrow heavily from the domestic market through the issuance of high interest bearing government bonds is crowding out the private sector to a very large extent; leaving the private sector without sources of finance as well as inducing higher than market interest rates for borrowing; consequently pushing costs of doing business up. Government and the private sector operate in the same capital market and if government dominates, the private sector shrinks.

- Regardless of government's claims of borrowing within limits of GDP, domestic borrowing is becoming excessive with an increasing deficit and this is at the detriment of the private sector; therefore, government must manage its budget to avoid excessive borrowing from the domestic market

**Agenda item 9: The newly-established bank for civil servants should not lend below market interest rates**

The establishment of a bank for civil servants would work out for them but as it is premised on lending below market rates, that means subsidized by the government, it has the potential of distorting the capital market significantly and this would affect the private banking sector negatively. This partly because as a section that takes up more than 50% of government budget in emoluments, civil servants have a huge spending and savings power capable of disorienting other financial services in the country. Besides, the funds for subsidies would come from taxes by the private sector.

- At the minimum the bank should not lend at subsidized rates

**Agenda item 10: PPP in the delivery of artisan training and apprenticeship to meet the needs of the private sector.**

Apprenticeship has failed in Zambia resulting not only in the production of college graduates without practical skills for industry but also graduates with skills industry does not need; but most importantly denying young people opportunities for self employment. The reason seem to stem from government's aloofness in dealing with the private sector

- Government and business should formalize a PPP that allows the private sector to engage youths as artisans or apprentices through on-job-training for jobs that the private sector demands, possibly through Government meeting a trainee's costs of transport, protective clothing, tools and lunch

- Government should consider providing tax incentives to private businesses that take on students and graduates as interns

**Agenda item 11: Review the CEEC/ZPPA procurement and reservations to be specific and mandatory on reservations for local Zambians**

Government has in the past four years worked on CEEC/ZPPA procurement system to allow for reservations for locally-owned Zambian companies at specific thresholds in the bidding process. However, there are two outstanding issues that need clarification. The first is the definition of a Zambian firm which currently seems to include non-Zambian owned firms as long as they are registered in Zambia at PACRA, sometimes coated with Zambian directors, thus crowding out local Zambians. The second is the absence of reservations specifically for women entrepreneurs

- Government should clearly and categorically define Zambian-owned company to ensure local Zambians are full participants and given priority over foreign owned firms for projects financed by Zambian taxpayers in all sectors including roads where most of the resources are being channeled
- Government should make specific reservations for women-owned businesses in the procurement for Zambia taxpayers' financed projects

**Agenda item 12: Clients in construction must give guarantees of payments just as contractors give guarantees of performance**

In Zambia, much like other countries, government is the biggest spender on construction projects primarily because it collects all the country's revenues in the form of taxes. Regulations in Zambia are that contractors must give performance bonds and other guarantees with provisions to cancel the contract by the client. Yet the client is under no regulatory or contractual obligation to pay on time and in the amounts agreed with any consequences. As a result government owes private sector suppliers of various goods and services huge sums of money over a long period of time but the clients are hopeless to do anything. This has been a huge cost on business and many firms have collapsed. This is compounded further by the legal restrictions for the suppliers to enforce fife on Government and its many agencies

- Government must not enter into contracts for which it clearly has no funds to pay for them. The Ministry of Finance should be able to coordinate this among the various agencies of government
- The procurement laws must be reviewed to make the client's guarantees to pay obligatory and with consequences for failure to do so
- Government should reconsider the non-enforcement of fife as a way of making it act judiciously

**Agenda item 13: Business enterprises specifically reserved for Zambians at the micro, small and medium scale levels should be restricted against foreign entry**

The law and regulations banning foreigners from engaging in business at the micro and small-scale levels are in place but there has been little efforts on enforcement to bar from foreign entry by both the police and the local authorities. Ghana recently deported thousands of Nigerians and thousands of Chinese who were doing small businesses reserved for Ghanaians. With high unemployment in Zambia it is inconceivable how this should be ignored at Markets

including the so-called COMESA market where smuggled goods by mostly foreigners distort prices. The reservation of trading in markets to Zambians only is also because there is an inherent subsidy as those trading at this level rarely pay taxes. Government is therefore unwittingly subsidizing foreigners to take business away from its people.

- Government, local government with trade organizations must move in to enforce the law on banning foreigners doing reserved trading for Zambians

**Agenda item 14: Current Tourism Act needs to be replaced by the Zambia Tourism Authority Act as it has aided low standards, over-regulation of few enterprises and concentration of power in the Director**

Until 1997 with the tourism policy, tourism was a social sector not economic. Under the PSRP, significant reforms on licensing, investments regulations have been made. In 2007 a new Act was enacted, but this Act has been difficult to implement. Firstly it gives undue powers to the Director of tourism to decide on investments, licensing; therefore giving no separation of powers from regulation and enforcement. Secondly, the Act seeks too much and unnecessary disclosures to the director of tourism. Thirdly, the Act's deficiencies extend to lack of inspections of establishments, absence of standardization and grading resulting in over regulating the few multinational companies. The ZNTB is government funded and is less concerned with private sector

- Government should disband the ZNTB Act
- Government should repeal the Tourism and Hospitality Act
- Government should enact the Zambia Tourism Authority Act

**Agenda item 15: Transform the Zambia National Quality Policy under the MCTI into an Act of Parliament**

In an effort to address quality in products and services reforms have been planned in technical regulatory infrastructure extending to ZABS, metrology and other agencies. The Quality Policy was passed in 2011 and by 2012 there was a draft legislation which was endorsed by Cabinet in 2013 awaiting parliament.

- Parliament should facilitate the enactment of this piece of legislation

**Agenda item 16: Legislate the SME Policy to allow for budgetary allocations**

There is a disconnect between the critical role of the SME sector in the economy and the enormous recognized constraints to the sector on the one hand and the on the other hand, the commitment of government to supporting the sector. Previously government had SIDO as the vehicle for the delivery of support services and the results showed. But now even the SME policy has not been legislated denying the sector budgetary allocations

- Government should legislate the SME policy

**Agenda item 17: The wholesome lumping of the SME under Local Enterprise Development in the ZDA should be reversed to separate SME from large enterprises**

Government has recently made changes by abolishing the SME division at the ZDA and lumping it under the Local Enterprise Development. This does not distinguish

firms by scale and can therefore not discriminate on incentives and support solely for the SMEs.

- The ZDA should reverse its position and reinstate the SME division

**Agenda item 18: The SI 55 of the Bank of Zambia of 2013 should be streamlined to allow for far less paper work which currently is delaying exports compared to previously**

The Bank of Zambia SI 55 of 2013 put in place to monitor foreign exchange flows has unwittingly brought about excessive paper work in the implementation process that is greatly stalling export processes of mineral and other products and resulting in delays that have trucks marooned at borders for many days. This is a direct cost to exporters which is not compensated.

- The Bank of Zambia should as a matter of urgency streamline the implementation process of the SI
- Ideally, the Bank of Zambia should have started with a pilot project to learn bottlenecks before full implementation
- It may be reasonable to put a threshold on an amount that may be remitted for quick transactions without recourse to the Bank of Zambia. For instance up to US\$5,000

**Agenda item 19: The revised Water Act enforcement regulations should be revealed to major stakeholders like the mines where some of them have the wettest mines**

While the new Water Act of 2013 has been enacted, the accompanying SIs and other regulations to operationalize it have been kept hidden from the private sector who are affected by it. For instance, the mines have no further details on the requirements under the Water Act notwithstanding that KCM has the wettest mine and the issues surrounding dewatering are supposed to be addressed under these regulations. Dewatering is a real cost issue and needs urgent attention.

- Government should make public the regulations over the new Water Act of 2013

**Agenda item 20: Capital allowances on equipment for the mines should be VAT free**

Government has reduced the period for capital allowances on mining equipment at short notice, making it costly for the mining firms affected to adjust. Thus the VAT payments now required to be made will exert great pressure on the mining firms which are already under pressure from reduced copper revenues.

- Government should consider exempting the VAT payments under the reduced period from the original capital allowance period in order not to distort the costs of the mines

**Agenda item 21: The pending introduction by Government of monthly instead of lump sum payments for pensioners should be reviewed**

The intention by government to give pensioners monthly pensions upon retirement instead of the contractual lump sum for whatever reason is a violation of work contract. Workers make forced savings in the form of monthly contributions to a pension fund through their working life and this money, which is used by the

employer or the pension fund belongs to the worker. And by agreement, upon retirement, the worker demands and is paid in full her money and she ceases to be employee and ceases to have connections with the former employer. It is however, not at the discretion of the employer or the pension fund to decide how the money must be paid to the pensioner. It is obligatory to pay the pensioner all their money in full. This is regardless of how the employer may feel the pensioner will spend the money. But on the economic side, it is impossible to use monthly disbursements to make investments. In addition, in economics, the time value of money tells us that a kwacha today is worth more than a kwacha tomorrow

## **BUSINESS ADVOCACY STRATEGY**

### **INTRODUCTION**

Advocacy is an effort to influence public policy in an open and transparent manner. Business advocacy is the process of influencing the development and implementation of public policies that affect the business sector. Advocacy is important because it contributes to better public policy and a better business environment. This leads to a more vibrant private sector, more investment, greater competitiveness, more wealth generation, and more and better jobs. Through advocacy, the private sector shares its experiences, information and perspectives with government on markets and the business environment. Government needs this to better understand the likely effects of its policy choices.

Advocacy is not the same as lobbying. Lobbying usually implies campaigning for the interests of a small group of people or businesses. Instead, advocacy generates open discussion of policy options and facilitates better coordination of multiple interests.

Advocacy always involves dialogue. It aims to persuade and offer solutions to government and looks for areas of convergence, mutual understanding and relationships with officials who are willing to listen. However, advocacy goes beyond dialogue by building pressure for reform throughout society and persists as the private sector presses its case from one conversation to the next.

Private Public Dialogue (PPD) is a pre-requisite for effective advocacy. It implies regular contact between the public and private sectors, to ensure that each party understands the other and that neither is taken by surprise when issues arise. Dialogue implies a desire to have a conversation, to understand each other's position and to reach a consensus. The ideal position is when the public and private sectors work together in a spirit of partnership, recognising that, while there will always be debate and conflict, public officials will gain immeasurably from the knowledge and experience business organisations bring.

### **AIMS AND OBJECTIVES**

The principal aim of the Business Advocacy Strategy is: To ensure that Government recognises and responds to the unique and strategic role the business community plays in national economic and social development.

The Business Advocacy Strategy has two objectives:

- 1 Business advocacy efforts are integrated into all its membership services;
- 2 Provision of an authentic voice for business and its contributions improve the country's business environment and investment climate.

The Business Advocacy Agenda 2014-2016 contains a set of priority items for attention by government and its social partners. Through this Agenda, business will engage government and other specified actors to address the major constraints to

enterprise development to facilitate economic growth and the creation of more and better jobs.

The Business Advocacy Strategy provides details on how the business community will pursue its advocacy work and, in particular, how it will bring the Business Advocacy Agenda 2014-2016 to government.

## CHALLENGES

In achieving the above objectives, Zambia Private Business Alliance (ZPBA) must address the following challenges:

1. **Getting government to listen:** While there are many established platforms for PPD in Zambia, the business community is generally marginalised from a meaningful engagement with government on the key issues affecting social and economic development. Organised business needs to establish a more robust mechanism through which it can liaise with government and present its case for reform and development.
2. **Ensuring business advocacy reflects the needs and aspirations of the entire business community:** To be successful, advocacy should not be captured by any single group, be it government or any narrow business interests. Thus, (ZPBA) needs to ensure it presents a broad range of business interests. There may be times where this involves liaising with and representing businesses and business organisations that are not part of (ZPBA).
3. **Promoting transparency and accountability:** Many of the previous agreements reached between government and business have not been realised. There is an urgent need to ensure all PPD outcomes are properly document and their progress monitored. This information should be publicly available and all future dialogue should contain a provision for reporting on the progress of previous agreements.
4. **Keeping business people engaged:** It is easy for public policy debates to stray away from the practical needs and aspirations of everyday businesswomen and men. Many businesspeople are simply too busy running their business to become involved in advocacy, despite its importance to their long-term success. Thus, we are challenged to find ways in which businesspeople are regularly updated on advocacy issues and the challenges and progress experienced. ZPBA recognise the need to establish a clear means of communicating these issues to the business community. Efforts to be considered in doing this will include: preparation of a bimonthly newsletter that is emailed to members, regular briefing sessions to which all members are invited, a press-clipping service that shares media coverage on business issues with members, and regular on-line polls of members' opinions on hot-topic issues.
5. **Building an evidence base:** Wherever possible, the demands contained in an advocacy agenda should be underpinned by high-quality research. It is essential that the costs of current problems be measured and the impacts of

possible solutions weighed-up. This requires an investment into research and knowledge management.

6. **Distinguishing between short and long-term priorities and strategies:** While the Business Advocacy Agenda 2014-2016 deals with a wide range of issues, it is important to distinguish between what is possible in the short-term (i.e., within three years) and what will take more time. While issues such as infrastructure planning and development will take a number of years to be realised (i.e., often from five to ten years), it is possible to identify actions that can be taken in the short-term to establish a path for long-term reform.
7. **Distinguishing between the different levels of advocacy in government structures:** A critical challenge for business advocacy in Botswana is to respond to and address the varying interests of government in reform. While government ministers, permanent secretaries and department heads may express a desire for reform, there can be resistance from those at other levels of the civil service. Advocacy is a political activity, but it also has a technical element. ZPBA's business advocacy efforts need to promote high-level reforms, while also advising on the implementation of these reforms.

## PRINCIPLES

ZBO's approach to business advocacy is guided by the following principles:

1. **Present evidence:** Wherever possible, our advocacy efforts shall be underpinned with objective evidence on the need for change. This requires an investment into research that determines the extent and cost of current problems, and technical advice on the potential solutions.
2. **Engage the business community:** ZPBA will constantly engage the business community on its business advocacy agenda and seek to mobilise members and non-members around the critical issues that affect business and development.
3. **Recognising and supporting government reform efforts:** ZPBA recognises that government is engaged in the process of reforming the national business environment and investment climate. It applauds these efforts and is willing to work with government as partners in development to support these reforms.
4. **Moving from problems to solutions:** It is easy for business advocacy to be seen as the business community coming to government with a list of problems. However, ZPBA will ensure that it moves beyond simply identifying problems and will propose practical solutions for government to consider. In a spirit of partnership, ZPBA will identify a range of possible solutions for government to consider and work with government to assess the costs and benefits of these options.
5. **Hold government accountable:** We will ensure that the government is held accountable to the business community. This will include the monitoring

of progress made in the implementation of government agreements, as well as of the

6. **Promote transparency:** ZPBA will ensure that its advocacy efforts are made public. It will work with the media and civil society organisations to ensure they are aware of its advocacy efforts and that these efforts form a part of the public debate.

## **ADVOCACY STRATEGIES**

ZPBA's Business Advocacy Agenda will be taken forward by the following strategies:

### **Streamlining PPD Mechanisms**

ZPBA will instigate a review of current PPD structures and processes. It will approach government and request that a joint review of PPD structures and processes be undertaken to assess their effectiveness and to propose recommendations for improvement.

ZBO is concerned that there are too many PPD structures and processes that lead to a duplication of effort and poor coordination. The current structures include:

- Zambia Business Forum
- Agriculture Consultative Forum
- Others

The review should consider ways in which these structures and processes can be streamlined and monitoring and reporting on PPD agreements can be improved.

#### *IMPLEMENTATION NOTES*

*Chair of ZPBA's Advocacy Committee will formulate a draft terms of reference for the review and approach government with this for its consideration.*

### **Building a Constituency**

ZPBA receives its mandate for representation and advocacy from the business community. However, we recognise that this mandate extends beyond our membership base. We should represent the interests of all businesses in the country and while we would like to see all these become formal, paid-up members of ZBO and its affiliates, we recognise there will always be some businesses that choose not to participate in these structures. Despite this, it is important that business advocacy consider the needs, aspirations and challenges of the entire business sector.

We seek to create a broad constituency of businesses that support reform in the Zambia business environment and investment climate. This will be achieved by integrating advocacy issues into the services provided to the members of ZPBA and its affiliates.

### *IMPLEMENTATION NOTES*

*ZPBA will liaise with the Membership and Business Development Departments to examine ways in which advocacy issues can be integrated into ZPBA's membership and business development services.*

## **Monitoring Government**

Business is concerned with the slow pace of implementation of government plans and agreements to improve the business environment and investment climate in Zambia. To address this, ZBO will establish a government monitoring mechanism that will identify and track a selection of key government decisions and agreements with the aim of publicly reporting on the progress of implementation.

### *IMPLEMENTATION NOTES*

*ZPBA will commission a consulting or research firm to establish a mechanism for monitoring government reform efforts. The firm will provide quarterly reports to the ZPBA Advocacy Committee.*

*It is anticipated that additional resources will be required for this activity and ZPBA will liaise with members, international donor and development agencies on this matter.*

## **Preparing Case Studies**

The experiences of local businesswomen and men provide a compelling account of how government policies, laws and regulations affect business in Zambia. In order to build stronger evidence based positions that underpin ZPBA's business advocacy efforts and to highlight the human face of business and investment, ZPBA will commission the preparation of a series of case studies of businessmen and women. The case studies will document business concerns across the range of issues contained in the Business Advocacy Agenda. They will be published on the ZPBA member websites and will be provided to media outlets.

### *IMPLEMENTATION NOTES*

*The ZPBA Advocacy Department will commission the preparation of a series of short case studies (i.e., 2-3 pages) on the challenges faced by businesswomen and men when doing business in Zambia.*

## **Using Social Media**

ZBO will develop a social media strategy for its Business Advocacy Agenda 2014-2016. The strategy will endeavour to build a community of interest in business advocacy issues. While this community will focus on businesswomen and men, it will also include the full range of people involved in the public sector and civil society. The social media strategy will promote public debate on key items of the Business

Advocacy Agenda 2014-2016. It will also be used to identify future items for advocacy beyond 2016.

The use of social media will involve the development of organisational profiles on FaceBook, Twitter, LinkedIN, and GooglePLUS. It will also improve on ZBO members' websites to ensure there are more details provided on key advocacy agenda items. These pages will include the monitoring reports and case studies described above. The social media strategy will build a community of interest across these platforms, stimulating debate, gauging interest and creating coalitions around topics of interest and concern

#### *IMPLEMENTATION NOTES*

*The ZPBA Policy Advocacy Department will formulate a social media strategy.*

### **Communicating Our Advocacy Agenda**

ZPBA will develop a communications strategy to ensure that its business advocacy efforts are shared with the broader society. The strategy will increase the levels of public debate around the business advocacy agenda items and will promote transparency within PPD processes. The strategy will identify key stakeholders across the society (i.e., business, government, civil society, media) and describe ways in which these stakeholders will be informed and invited to contribute to business advocacy and PPD processes.

#### *IMPLEMENTATION NOTES*

*ZPBA will seek technical assistance for the preparation of a communications strategy that outlines the ways in which key advocacy messages can be communicated to all relevant stakeholders.*

### **Policy research and advocacy fund**

ZPBA will investigate the opportunities for the establishment of a national research and advocacy fund that can be used to support research into various public policy issues affecting the business community. The fund will not only support ZPBA's research efforts, but also those of other business membership organisations, including sector specific associations.

#### *IMPLEMENTATION NOTES*

*This is a new proposal, which will require additional financial resources. ZPBA will liaise with international donor and development agencies to investigate the potential support they can provide for this initiative.*

## **IMPLEMENTATION MECHANISMS**

ZPBA's Business Advocacy Agenda will be implemented through the following mechanism:

### **Advocacy Committee**

ZPBA's Advocacy Committee will approve the Business Advocacy Agenda 2014-2016 and the Business Advocacy Strategy. The committee will, with support from the member secretariats, consider the resource implications of the strategy and take steps to identify and mobilise any additional resources that are necessary