



**Working
Together**



INTRODUCTION

The Guide for Working Together is intended for those working in the beverage alcohol industry, including producers, retailers, trade associations, and social aspects organizations (SAOs). Its purpose is to encourage and facilitate cooperation with a wide array of stakeholders in pursuit of a common goal to reduce harmful drinking. While the Toolkit is primarily intended for industry members, it is also a generic tool that can be applied in any number of circumstances by any group looking to forge alliances and partnerships.

The Toolkit explains some of the basic principles of working together. It identifies possible pitfalls and how to avoid them through a better understanding of some of the ideological, methodological, and cultural issues that may arise. The Toolkit offers a practical, stepby-step initiation into working together, and explores in some detail the different types of stakeholders with which industry members might engage, as well as the opportunities and challenges posed by various partnerships.

Finally, the Toolkit offers illustrations of good practice through initiatives that involve industry members and that may serve as useful models.

Why is “working together” important for the alcohol industry?

Strategic alliances among various stakeholders—including the private sector, government, and civil society—are a growing trend in social and policy development internationally. Multi-sector engagement is necessary because it is increasingly clear that no one sector by itself can address the complexities surrounding many issues. Like endeavors in other areas, efforts to reduce the harmful effects of alcohol can benefit from working together. For industry members, these efforts may involve the following:

- building relationships among industry members, government bodies, community organizations, and others;
- implementing programs at local or national levels;
- encouraging and supporting initiatives where they are absent or weak;
- implementing sustainable and culturally appropriate programs;
- evaluating initiative processes, outcomes, and impact.

The alcohol industry refers to alcohol producers, social aspects organizations (SAOs), the hospitality industry, trade associations, distributors, retailers, and others.

Although alcohol industry members are committed to reducing alcohol-related harm and promoting responsible drinking, they may lack the necessary expertise or the credibility to do so effectively. Therefore, working with others better positioned to engage in these areas is valuable and important for industry members.

What is “working together”?

Working together may take various forms. It generally refers to some sort of collaboration in which stakeholders work toward a common goal within a co-created organizational structure. This means sharing information and resources, as well as risks and rewards. It also requires mutual respect from the outset, as well as the willingness to be inclusive and to contribute equally to the process. Above all, working together must rely on transparency with regard to goals and also any potential competing interests among stakeholders.

Collaborative working relationships may vary in terms of:

- **formality**
- **length of existence**
- **the roles assigned to each stakeholder**

“Working together” may also be referred to as an alliance, coalition, coordination, cooperation, or partnership depending on which terms best suit the parties involved. The choice of words is important, as these terms may connote different things to different people. Some may be value-laden, others more neutral.

Therefore, it is important to be aware of the cultural, political, and social context in which you are working. Sensitivity to local terminology and the underlying meanings of different words may require that you define your relationship in terms that make all stakeholders feel valued and comfortable.

Regardless of the term chosen to describe the working relationship, **it is essential that all stakeholders have clearly defined roles**. The steps involved in establishing working relationships are outlined in Section 3.

Stakeholder: an individual or group with an interest in the success of an organization in delivering intended results and maintaining the viability of the organization’s products and services.

Models for working together

Working together toward a common goal may take many forms and vary as to the depth and length of the commitment. Some model relationships of industry members working with other stakeholders are outlined below in an ascending order of stakeholder engagement.¹

Model 1: Providing resources

This model requires only a supporting role from industry stakeholders. It requires providing resources for others to develop and implement initiatives and to run programs.

Model 2: Sharing best practice

This is the simplest form of working together and does not require a formalized structure. Its key feature is the public exchange of knowledge and ideas that can contribute to promoting responsible drinking and reducing potential harm. Best practice can be shared among industry stakeholders or between industry and other groups engaged in similar activities.

Model 3: Developing and implementing codes of practice

This next level of working together means that disparate groups enter into a more formal arrangement, agreeing to develop and also abide by a set of rules, norms, or codes of practice. This may involve industry members only, or may also include other relevant groups.

Model 4: Developing and implementing programs

Working together at this level involves closer collaboration between industry and other actors. In this model, industry is a direct participant in development and implementation, working side by side with others.

Model 5: Partnership

Real partnerships represent the highest level of working together and can be transformational. They can deliver mutual benefits and bridge gaps as partners work side by side as equals. However, partnerships also require equal (or at least equitable) commitment of resources, shared goals, and the willingness to take on losses as well as gains. This final model goes beyond sharing information, lending financial support, or developing initiatives to the next step of working in conjunction with another organization to define problems and work toward solutions.

¹ These models draw on work presented in Bivans, B., & Orley, J. (2010). Working together. In M. Grant & M. Leverton, (Eds.), Working together to reduce harmful drinking (pp. 171–195). New York: Routledge.

1. AVOIDING POSSIBLE PITFALLS OF WORKING TOGETHER

Although working together might not necessarily cure social, environmental, or public health problems entirely, it can play an important role in reducing the harm caused by these problems. With growing connections between public and private spheres in many aspects of life, there is increasing opportunity for the public sector and the alcohol industry to join forces and work together. That being said, working together is not necessarily easy and must be entered into with the understanding that counterparts often come from different places ideologically, methodologically, and culturally.

Ideological Issues

It is essential that stakeholders enter a collaborative relationship with mutual understanding and respect. Without this basic building block, it will be virtually impossible to move ahead together. In order to facilitate this, it is important to build and maintain:

- **trust**
- **transparency**
- **balance of power**

It is important for stakeholders to trust each other, which is achieved in part through honesty. **Stakeholders must share what they hope to gain from the working relationship.** This airing of goals and concerns will go a long way toward establishing a foundation for open communication.

Another important initial step is to **determine what issues can or should be addressed through collaboration and whether all parties agree on how to approach these issues.** Wherever possible, all parties should do their best to resolve these differences through **consensus building.**

Many of the pitfalls of working together revolve around the issue of transparency. Ensuring **transparency** in a relationship builds trust and facilitates communication among stakeholders.

Most importantly, transparency involves being open and clear about any perceived competing or conflicting interest that may play a role in outcomes. In partnerships involving industry stakeholders, the most common issue where transparency is needed is around financial ties and their perceived impact on the final product.

Stakeholders looking to work together should also be aware that smaller organizations might be wary of working with larger organizations, which are often perceived as having access to more resources and thus more power. This is often the case when smaller NGOs work with large international producer companies.

Because of the inherent challenges of power differentials, it becomes exceedingly important to be open and honest with as much information as possible and to **work to maintain a fair balance of power.**

Much of the burden of ensuring a balanced working relationship will fall to the larger organization. **A truly collaborative relationship means not only shared rewards but also shared risks;** neither the reward nor the risk should rest on the shoulders of one entity alone.

Trust: reliance on the integrity, honesty, ability, surety, etc., of a person or thing; confidence.

Transparency: to be open, frank, and candid in thought and action.

Balance of power: parity or stability between competing forces.

Consensus building:

- (1) participant identification and recruitment;
 - (2) design of the process to be used (often involving the participants in this phase);
 - (3) problem definition and analysis;
 - (4) identification and evaluation of alternative solutions;
 - (5) decision-making;
 - (6) finalization and approval of the settlement; and
 - (7) implementation.
- www.colorado.edu/conflict/peace/treatment/consens.htm

Methodological Issues

Since collaborating organizations may differ in their methodological approaches, it is important that they discuss and agree on a communication strategy.

The following guide outlines basic steps to build a balanced working relationship.

- Outline the goals of the working relationship; decide what you want to achieve together.

What is it that you want to accomplish? How do you think you want to do it? These are some of the questions that should guide the early stages of building a working relationship among stakeholders. The details can be worked out in time, but an initial conversation needs to take place outlining the interests of the parties involved.

- Assign someone from each stakeholder organization to be in charge of maintaining regular communication with the others in the working relationship.

Regular and open communication is imperative to address any issues before they become problems. Developing a regularized communication strategy for your working relationship will be an important step toward avoiding miscommunication among stakeholders.

- Determine the parameters of the working relationship—through a verbal agreement, a memorandum of understanding (MOU), or a memorandum of agreement (MOA). (MOUs and MOAs are discussed in greater detail in Section 3 and the Appendix.)

What are the parameters of your relationship? Is this a collaboration that is sealed with a verbal agreement or a more formal relationship that may require drawing up an MOU or even an MOA? You need to determine which model of “working together” your relationship resembles and the formality required for both parties to feel that their interests are protected.

Cultural Issues

Cultural differences may also complicate an otherwise fruitful working relationship. Here it is important to work with people who can explain the local culture to help facilitate the process. Issues such as language or word choice, etiquette, gender norms, and other specific cultural characteristics should be taken into account.

There may be certain **topics that are considered delicate or taboo** and thus have to be approached in culturally sensitive ways. For instance, when trying to address alcohol misuse in a “non-drinking” culture, or when dealing with issues of fetal alcohol syndrome in a culture where “women do not drink,” working with a good cultural translator will be of invaluable help.

A thorough understanding of the political, social, and cultural climate in which you are working will be an important asset to engaging in a working relationship anywhere, including in your own home country.

A true collaborative relationship is a two-way street. Stakeholders should try to meet halfway on difficult cultural issues, but anticipating potential challenges will go a long way toward preventing any serious misunderstandings.

Remember that working together thrives on:

Communications

- Stakeholders often come from different backgrounds and perspectives, so it is always important that they communicate regularly, openly, and clearly about what they are thinking and what they hope to accomplish.
- Collaborative working relationships should make sure to take into account the local perspective as much as possible.

Compromise

- Compromise refers to the act of settling differences through mutual concession, meaning that for something to be a compromise, both parties must be willing to concede something in pursuit of the greater good.

- This is where balance of power and open discussion about expectations are important.

Compatibility

- Stakeholders must be in agreement about what it is that they want to accomplish.
- Stakeholders do not have to agree on everything to work together successfully, but they do need a mutual understanding of the goals and methods of their working relationship.

Conclusion

It is certain that working together with governments, organizations, or communities to address the harmful effects of alcohol will at times be difficult, but any pitfalls or hiccups in the process should be seen as challenges to overcome rather than insurmountable roadblocks to success. As long as the stakeholders involved are open and clear about their positions and they maintain lines of communication and compromise, they should be able to weather the challenges they will inevitably face. Trust, transparency, and balance are the key components in building and maintaining a strong, rewarding, and successful working relationship.

Organizations working together have the potential to be revolutionary by drawing on the knowledge and strengths of the participating organizations to create new and innovative approaches to old problems and to effect true and lasting change. Moreover, such collaborative relationships represent an opportunity to demonstrate what works in particular locales and why.

2. BUILDING WORKING RELATIONSHIPS STEP BY STEP

Working together” implies a **common goal**. As noted, you should be prepared to discuss the purpose of the working relationship and how this will benefit each of the participants. This iterative process will help all stakeholders:

- reach a consensus about the working relationship’s goals and objectives;
- recognize the strengths and expertise of the different stakeholders;
- agree on the division of roles and responsibilities.

ESTABLISHING WORKING RELATIONSHIPS

Working together to reduce the harmful use of alcohol requires a series of steps to become a relevant stakeholder, as outlined below.

Identify appropriate potential stakeholders.

- Given that resources, time, and energy are always limited, for a working relationship to be most effective it must bring only the most appropriate potential stakeholders to the table.
- Be mindful of who is doing the kind of work you are interested in contributing to.
- Consider what is already going on and look for areas where the alcohol industry might be able to join an established or starting project.

- Consider carefully the relative merits of contributing to existing efforts versus starting something new.

Get in touch with potential stakeholders.

- Use all of your resources both inside and outside your organization.
- Be cautious during the first contact with a potential stakeholder and remember that first impressions last. Some prospective stakeholders may hesitate to work with the alcohol industry.
- Consider using somebody outside your organization to make the initial contact. Much of the literature on working together suggests that using “gatekeepers”—people who can vouch for you—is a successful approach.

Come up with a strategy to reduce harmful alcohol use.

- Think about interventions that might provide both long- and short-term successes.
- Look beyond the opportunity for better PR and focus on sustaining corporate social responsibility (CSR). CSR means that companies should go beyond manufacturing good products and pay attention to employees and employee treatment, the environment, the local community, and the wider society and culture in which the company operates.

Develop an agreement between stakeholders.

- As previously noted, clear communication about how you see each other’s roles and responsibilities is critical throughout the process of working together. It facilitates trust and transparency and will help you define what shape the working relationship will take.
- Some organizations may use an oral or written agreement to solidify their relationship.
- It is recommended to set up a memorandum of understanding (MOU) or a memorandum of agreement (MOA).

An **MOU** is an initial written agreement that serves to clarify relationships and responsibilities between two or more organizations that share services, clients, and resources.

An **MOA** is a final written agreement, based on the MOU, that serves to clarify relationships and responsibilities between two or more organizations collaborating towards a common goal.

For further explanation and a model of an MOU, please see the Appendix.

3. WORKING WITH DIFFERENT STAKEHOLDERS

Alcohol industry members have the opportunity to seek out and participate in working relationships with a variety of stakeholders, including the following:

GOVERNMENT SECTORS

- Government is expected to provide a regulatory framework around the production, sale, and marketing of beverage alcohol with an eye toward harm reduction and the public good.

Opportunities:

There are many opportunities to work with different sectors of government to address issues of harmful drinking and promote the benefits of alcohol as an economic resource. Such sectors may include local, provincial, or national governments as well as particular departments such as agriculture, trade, transportation, or tourism.

Challenges:

Some sectors might lack interest in working on alcohol issues generally, or with industry, and industry may at times find some segments of government bureaucracy frustrating. Additionally, some government representatives may question the motives of the alcohol industry in addressing harmful drinking, and thus may be unwilling to engage with industry.

PUBLIC HEALTH

- Public health entities are expected to provide recommendations based on best practices and provide evidence-based advice on alcohol policy.

Opportunities:

Public health bodies have a powerful voice in matters of health policy. There are many areas for possible collaboration between public health and the alcohol industry, such as underage drinking, noncommercial alcohol, and drink-driving initiatives. Moreover, working with the public health community provides an opportunity to demonstrate what types of approaches to reduce harmful drinking work in different economic, social, and cultural settings.

Challenges:

Traditionally there has been some distrust and tension between the public health community and the alcohol industry. In particular, some who support whole-population policies to reduce total per capita consumption and exclude targeted interventions—by increasing taxes, restricting licenses and availability, adding or expanding warning labels, increasing the legal age for purchase or consumption, or banning advertising—may have a position at odds with that of industry members. The public health community may also be suspicious of industry motives and believe that public health goals and profit making are mutually incompatible.

NONGOVERNMENTAL ORGANIZATIONS (NGOs)

- NGOs are seen as key players in civil society and can play a substantial role in advocacy and shaping policy.

Opportunities:

NGOs have experience working with targeted populations, possible access to community gatekeepers, and experience in program planning and implementation on the ground. NGOs may serve as a “local” stakeholder to nonlocal industry organizations, or may already have projects in place that need support. They may also have extensive networks that can be put to good use.

Challenges:

As with many other kinds of large organizations, there can be issues of bureaucracy and red tape. Additionally, there may be some distrust of industry motives because the industry is “for profit.” Funding may be a particularly important consideration for NGOs, especially nonprofit ones, which generally need resources but may be wary of accepting them from the private sector. Some may even have clear rules against working with industry for ideological reasons.

COMMUNITY-BASED ORGANIZATIONS (CBOs)

- CBOs have knowledge of local issues and thus a responsibility to serve local needs.

Opportunities:

CBOs often have close community ties and access to community gatekeepers. Moreover, since CBOs tend to be familiar with community needs and local patterns and contexts of alcohol consumption, they are good stakeholders to work with on initiatives that target a particular neighborhood or population.

Challenges:

As with NGOs, CBOs often face funding issues, and may have some distrust of industry motives.

ACADEMIA

- Public health entities are expected to provide recommendations based on best practices and provide evidence-based advice on alcohol policy.

Opportunities:

Academic institutions such as universities or research centers have experience conducting research, are well respected as experts in a variety of fields, and strive for transparency and high ethical standards. Many academic institutions have mechanisms in place to prevent funding from influencing research results. The Dublin Principles provide a framework for the alcohol industry's work with academic institutions.

Challenges:

Academia may be hesitant to do research with industry funding and there may be a perceived conflict of interest, though the Dublin Principles may help to mediate such fears. There are ways to provide funding in a hands-off way—for example, through third parties—and thereby maintain distance and independence. It is also important to understand that most academics are not advocates and that they may not be interested in collaborative efforts where advocacy or political debate plays a role.

MEDIA

- Media outlets have a wide-ranging reach and a responsibility to inform the public about issues of community interest.

Opportunities:

With their broad reach, the media have potential for wide-ranging impact. Additionally, the media may help the industry build trust with a variety of different audiences and get the word out about the different kinds of initiatives that the industry is engaged in. The media can be a powerful ally in educating the public by bringing positive attention to the various initiatives of the alcohol industry.

Challenges:

The media tend to be interested in news that sells, which at times may lead to reporting sensationalist stories with negative outcomes. Additionally, the industry may face competing interests with regard to being able to get their side heard. Engagement with media may also be perceived by some as thinly veiled marketing and promotion.

PUBLIC INTEREST GROUPS

- Public interest groups serve in some ways as a public watchdog, particularly with regard to protecting the public's rights.

Opportunities:

Public interest groups are increasingly aware of some of the unintended, negative consequences of whole-population approaches to alcohol control favored by an important sector of the public health community, and might be open to innovative or promising interventions targeting vulnerable groups.

Challenges:

Many public interest groups tend to align with the messages of the public health community.

PROFESSIONAL ASSOCIATIONS

- Professional associations provide supervision for the legitimate practice of their occupation and are interested in maintaining practitioner standards.

Opportunities:

Professional associations are recognizing that interventions targeting at-risk populations are necessary to deal with alcohol-related harm. Medical associations may be most open to working with industry because the scientific evidence that they deal with contains fewer gray areas than research in the social arena, and cause-effect relationships are more clearly delineated and understood. Professional associations are also largely interested in providing accurate and balanced information to their audiences and constituencies.

Challenges:

Some skepticism may exist among professional associations about working with the alcohol industry.

CONSUMER ORGANIZATIONS

- Consumer organizations are entities that strive to protect consumers from corporate abuse such as false advertising and unsafe products.

Opportunities:

Well-established consumer organizations can be powerful stakeholders to work with. They take into account what the general population actually wants, without necessarily adopting an advocacy position. They are also most interested in freedom of choice for their constituents. Working together with different industries might help to raise visibility and strengthen emergent consumer organizations.

Challenges:

Consumer organizations are few and not well organized in the developing world.

Conclusion

There are challenges and opportunities associated with each of these potential stakeholders. In general, a key issue that the alcohol industry will likely have to address with these stakeholders is trust. In any working relationship it is important that representatives **work together to establish a solid foundation of trust and collaboration.**

This is usually achieved by ensuring transparency of motivations and activities and by agreeing ahead of time on **clear goals, objectives, activities, timelines, and responsibilities.**

However, it is important to be aware that the alcohol industry can face serious challenges in establishing trust. Some potential stakeholder organizations may perceive that the industry is motivated by financial interests that are not necessarily compatible with policies of alcohol control. Nevertheless, it is widely recognized by many, including the World Health Organization, that the alcohol industry is a key stakeholder with which to develop collaborative relationships to reduce the harmful use of alcohol.

4. POSSIBLE AREAS OF COLLABORATION

To reduce alcohol-related harm, the alcohol industry has focused its attention on targeted approaches, such as education, drink-drive initiatives, interventions for problem drinkers, creating safe drinking environments, and the self-regulation of marketing and advertising. In addition to work in these areas, members of the industry must look toward innovative or promising opportunities to work together with others in the public and private sector.

In 2010, the World Health Organization adopted a global strategy to reduce harmful drinking. This strategy offers some clear opportunities for working together with a range of stakeholders and sectors, and names 10 target areas for policy:

1. Leadership, awareness, and commitment
2. Health services' response
3. Community action
4. Drink-driving policies and countermeasures
5. Availability of alcohol
6. Marketing of alcohol beverages
7. Pricing policies
8. Reducing negative consequences of drinking and intoxication
9. Reducing the public health impact of illicit alcohol and informally produced alcohol
10. Monitoring and surveillance

When looking to work with other organizations, it will be important to understand what is already being done in the area in which you wish to work. This will help you identify whom you may be able to work with on a particular issue and determine if there is ongoing work you may be able to support. The length and formality of working together can be negotiated to meet the needs of all parties involved. The following are some examples of collaborative working relationships around the world that are focused on reducing alcohol-related harm.

Alcohol and Public Health

Entreprise et Prévention partnership on alcohol and pregnancy

Since 2007, the **French** social aspects organization *Entreprise et Prévention* has conducted a national campaign in collaboration with the National College of Gynecologists and Obstetricians (CNGOF). This campaign aims to raise awareness of the risks associated with alcohol consumption during pregnancy. A number of different tools and publications addressing this issue have been circulated to over 2,000 members of CNGOF. These are available online at www.preventionalcool.com. In addition, *Entreprise et Prévention* has worked together with the local authority of Le Havre since 2006 to run a pilot campaign encouraging medical professionals to talk to their patients about alcohol and pregnancy. An evaluation of this campaign, conducted in 2007, found that one third of the medical professionals interviewed believed that they had reduced problems associated with drinking during pregnancy and two thirds reported that they were now more confident talking to their patients about alcohol.

Ignite intervention program

Ignite, a nonprofit organization that promotes education on alcohol and substance abuse, is targeting the Western Cape of **South Africa**, where many workers live in poor conditions and harmful consumption of alcohol is rampant, resulting in a complex mixture of social and health problems. Ignite aims to work with over 300 people on 24 farms and train additional community-based counselors to continue the work. The Industry Association for Responsible Alcohol Use (ARA) supports the Ignite initiative, including screening for alcohol use disorders and delivering educational programs to help consumers understand their own drinking patterns and make informed decisions.

See <http://www.ara.co.za/news/2/72/Igniting-Hope-For-A-Better-Future> for more information.

DISCUS support for training for medical professionals

While there is no direct role for industry members in providing health information about alcohol to the general public, they can nevertheless play a role in supporting the efforts of others in reducing risk for harm. This can be done, for example, by working in collaboration with educational institutions that offer medical and nursing programs, or training for social workers and law enforcement. The Distilled Spirits Council of the **United States** (DISCUS) has supported the development and distribution of an online continuing medical education program on various topics related to alcohol and health run by the University of Florida Alcohol Education Center (AEC). The AEC curriculum includes a number of courses intended for health professionals and is freely accessible to the public at <http://webapps.health.ufl.edu/aec>.

Brewers Association of Canada support for Motherisk

Since 1989, the Brewers Association of **Canada** (BAC) has worked with some of Canada's top Fetal Alcohol Spectrum Disorder (FASD) groups to deal with the challenges of FASD. Funding from BAC has contributed to the launch of the Canadian Foundation on Fetal Alcohol Research and maintenance of an alcohol and substance abuse toll-free helpline operated by the Motherisk Program at the Hospital for Sick Children in Toronto. Trained counselors make referrals to support services across Canada. Recent polling results show a 99% awareness of the issue among women of childbearing age, up from a 92% awareness level in 1991. More information is available at http://www.brewers.ca/index_pub.php?l=e&p=138.

ARA support for the Foundation for Alcohol Related Research

The ARA in **South Africa** has a long track record of working together with community organizations, nongovernmental organizations, and government departments to address the problems associated with alcohol misuse. One of these partnerships is with the Foundation for Alcohol Related Research (FARR), which focuses mainly on Fetal Alcohol Spectrum Disorder. Campaigns include the Healthy Mother, Healthy Baby program and a series of training workshops for health professionals, social workers, and caregivers to increase awareness of the effects of alcohol misuse. The training fits the criteria needed for Continued Professional Development accreditation. More information is available on www.farr-sa.co.za and www.ara.co.za.

Alcohol and Public Safety

Australian liquor accords

Liquor accords are community partnerships that have existed in **Australia** since 1998, when the first accord was launched in Sydney. The aim of liquor accords is to involve all relevant local stakeholders in activities that reduce the social consequences of alcohol misuse. There are now over 140 accords in the state of New South Wales alone. Most accords involve members from the local business community, local councils, police, local government, and other community associations. They focus on issues such as safe transport, server training, venue safety, and reducing alcohol-related antisocial behavior. Some accords report a reduction in crime of up to 30% in the local area during peak trading hours. More information can be found at www.olgr.nsw.gov.au/accords_home.asp.

Safe Zones

In February 2011, Bavaria, the **Colombia** operating company of SABMiller, launched its Safe Zones project, a public-private alliance to support the development of safe party zones in Bogotá in an effort to reduce traffic crashes and improve security and infrastructure. The project is being carried out in collaboration with the mayor's office, police, NGOs and Asobares, a retailer association. The program is designed to support responsible drinking and discourage excessive consumption, as well as prevent service and sales to those below the legal drinking age. The campaign is supported through radio broadcasts and advertising in cinemas. See <http://bit.ly/tDVPpn> for more information.

Best Bar None

Best Bar None (BBN) is a nationally recognized, award-winning scheme supported by the Home Office and many industry members in the **United Kingdom**, and aimed at promoting responsible management and operation of alcohol-licensed premises. It was piloted in Manchester in 2003 and has been found to improve standards and reduce crime in the nighttime hours. Premises across the country now compete to participate in the program, and 100 towns and cities have set up their own programs. Evaluation reports indicate a reduction in alcohol-related crime of between 22% and 56%, and National Health Service savings of over £600,000, as well as an increase in trade of 28%. While it is not possible to attribute all of these findings to BBN exclusively, BBN schemes are regarded as major contributors towards this progress. More information can be found at www.bbnuk.com. The BBN program is now being piloted in **Canada**.

Mais Vida na Folia (More Life in Revelry)

In **Brazil**, the Centro de Prevenção às Dependências, the municipality of Recife, the state of Pernambuco, and the federal government worked together to sponsor an awareness program during the annual celebration of Carnival. The festival traditionally involves alcohol consumption, which can place community members—especially drivers and pedestrians—at risk. By distributing educational booklets, training bar and restaurant employees to act responsibly, and providing free public transportation, the campaign aims to maintain enjoyment of the festival while promoting safety and minimizing potential harm. For more information, see <http://bit.ly/rOs7is>.

Responsible Hospitality Institute

In the **United States**, the Responsible Hospitality Institute (RHI) helps businesses and communities create safe and enjoyable places to socialize. RHI aims to build local capacity and connects a broad-based network of professionals drawn from those who plan, manage, and police dining and entertainment districts. RHI provides regularly updated tools, practices, and policies in hospitality zones and offers on-site consultation and training. RHI works in collaboration with industry members from all sectors of the drinks industry and also runs a Responsible Retailers Forum, now in its ninth year, which brings together public and private stakeholders, with a particular emphasis on preventing underage sale of alcohol beverages. More information can be found at www.rhiweb.org.

Guardian Angels

Working with government ministries and local NGOs, Diageo-CAFEC (Central American Free Trade Zones, Ecuador, and the Caribbean) developed a program to encourage customers in **Venezuela, Costa Rica, Panama, Nicaragua, Puerto Rico, Peru, Colombia, Mexico, and the Dominican Republic** to use alcohol responsibly. During the holiday season, teams of ambassadors dressed as angels visit various retail establishments to talk to patrons about safe drinking practices. They also encourage people to look out for their friends and family, promoting the campaign's central message that "everyone has a guardian angel." The program has also expanded into Asian countries such as **Singapore, China, and India**.

Community Alcohol Partnerships

The Community Alcohol Partnership model (CAP) aims to tackle public underage drinking in the **United Kingdom** through cooperation between alcohol retailers and local stakeholders, such as Trading Standards authorities, police, local authority licensing teams, schools, and health networks. CAP addresses both the demand and supply side of underage drinking, through promoting enforcement, education, and public perception, and with a particular emphasis on the role of parents. Retailers and local authorities commit to share information on problems involving underage alcohol purchase or consumption and to work together to solve the problem. This may include test purchase operations, where the police send underage youth into licensed premises to test the enforcement procedures in place. There are currently 26 CAPs operating or under discussion across England and Wales. An independent evaluation of the Kent CAP is available at www.tradingstandards.gov.uk/kent/kcap.htm.

Number 1 Taxi Driver Campaign

Brandhouse—an operating company of Diageo, Heineken, and Namibia Breweries—has worked together with the taxi industry and the **South African** Department of Transport to address the country's high rate of traffic fatalities, including many alcohol-related incidents. Together they launched the Number 1 Taxi Driver Campaign to improve driver skills and

remind drivers of their role in ensuring road safety. Commuters were encouraged to nominate responsible drivers who were then invited to participate in a series of theoretical and practical driving tests. An incentive for participation in the campaign was the awarding of a new vehicle to the winner. Feedback was positive, and the government has commended the program for successfully improving the safety of public transport services. For additional information, please visit <http://www.arrivealive.co.za/pages.aspx?i=2852>.

Legal Drinking Age

STOP! Underage Drinking

STOP! Underage Drinking is a project that began in 2005 under the leadership of the Brewers Association of **Japan**. The STOP! Underage Drinking logo is required on all television commercials and advertising for alcohol beverages, and a range of communications on the importance of preventing underage drinking are distributed to producers of beverage alcohol, retailers, and high schools. For more information, see www.stop-underagedrinking.com/english/project.html.

Think...consequences

The Alcohol Advisory Council of **New Zealand** (ALAC) was established in 1976 and is funded by a levy on domestically produced and imported alcohol in New Zealand. The programs and initiatives supported by ALAC rely on close collaboration with public and private organizations and communities. ALAC is sponsoring the Think...consequences program, developed at the request of Youth Access to Alcohol community coalitions. This campaign has been designed to inform parents of the possible harms that can arise from supplying teens with alcohol. The intention is not to blame parents but rather draw attention to their responsibilities. For more information on ALAC, see <http://www.alac.org.nz/>.

Cops in Shops

Cops in Shops is a unique working relationship between retailers and law enforcement, supported by the industry-funded Century Council in the **United States**, that helps stop illegal underage alcohol sales and prevent adults from buying alcohol for minors. A public information campaign precedes local implementation of the program. Warning signs are placed in the windows of participating retailers. Teams of officers are then put in place, usually consisting of one undercover officer who works inside the store while a second officer is positioned outside to apprehend adults who procure alcohol for youth. Thirty-nine percent of U.S. teenagers say that getting in trouble with the law is their top worry relating to alcohol consumption. For more information, see <http://www.centurycouncil.org/initiative/cops-shops>.

Buddy campaigns on campus

The Industry Association for Responsible Alcohol Use in **South Africa** has developed long-standing working relationships with universities across the country to support campaigns that warn of the dangers of alcohol misuse, particularly drinking and driving. Students are encouraged to "get home safe," and latenight transport is provided for free during the first few weeks of the term for new students. Combined with high-profile reminders about responsible drinking, the Buddy campaigns aim to provide a safety net for new students, promoting the idea that students should be responsible for their own personal safety and alcohol consumption. More information is available at <http://www.ara.co.za/campaigns/universitycampaigns/do-you-have-a-buddy-on-campus>.

Drink Driving

IARD Global Actions on Harmful Drinking

The International Alliance for Responsible Drinking (IARD), working together with governments, the public health community, and other stakeholders committed to improving road safety, has identified a number of priority countries for programs aimed at reducing the incidence of drink driving. This initiative includes capacity building and training,

implementation of projects at the local level, and monitoring, evaluation, and dissemination of tools and processes associated with best practices. The target countries are **China, Colombia, Mexico, Nigeria, Russia, and Vietnam**. For more information, see www.global-actions.org.

Amigo Elegido (Chosen Friend)

In **Peru**, the Ministry of Transport has been working together with the Backus brewery to implement a designated-driver campaign called Amigo Elegido, which helped achieve a 4.2% reduction in traffic crashes and fatalities in its first year. Although the initiative has been widely praised, transportation experts have pointed to a need for better enforcement and use of roadblocks and breathalyzer checks. In 2011, Backus will be donating 60 breathalyzers to improve the monitoring of the Amigo Elegido initiative. For more information, see <http://bit.ly/rvyyAB>.

Global Road Safety Partnership

Based in Geneva, the Global Road Safety Partnership (GRSP) brings together government agencies, private sector organizations, and civil society to work to improve road safety in low-income countries. While the scope of their efforts is broad, several projects have focused specifically on drink driving. In **India**, for instance, GRSP worked with IARD, the Bangalore Agenda Task Force, and local police to educate people about the dangers of driving under the influence of alcohol and to remove alcohol-impaired drivers from the roads. In **Thailand**, the organization worked with the national Health Foundation, Ministry of Transport and Communication, Ministry of Public Health, and police to start the Don't Drive Drunk publicity and enforcement campaign. A major component of the program was education, including television messages and distribution of brochures, stickers, posters, and wristbands with informational slogans. The campaign also established police checkpoints during holidays and festivals and raised money for road crash victims. These efforts have contributed to a decrease in road traffic fatality and injury figures. For more information, see http://www.grsproadsafety.org/pagewhatis_grsp-1.html.

European Night Without Accident

The European Night Without Accident is an awareness campaign funded by industry members in collaboration with the European Commission. It targets nightclubs all over Europe every October. As patrons enter the club, they are asked to choose a designated driver who pledges to be sober when they drive their friends home. Designated drivers are given an identification bracelet. When they leave, they are given a breathalyzer test to check if they have honored their commitment; if they are under the legal blood alcohol concentration limit, they are given small presents. If they are over the legal BAC limit, they are asked to leave the car behind or hand the keys to a friend who has not been drinking. See www.europeannightwithoutaccident.eu.

Bob campaign

Begun in **Belgium** in 1995, this campaign raises awareness about the dangers of drink driving and encourages bar patrons or partygoers to designate a driver, a "Bob," who will agree not to drink and to ensure that the others arrive home safely. Early efforts, which included message dissemination and increased police surveillance, resulted from a partnership among Belgium's brewing industry, government, and police force. Following its initial success, the campaign was adopted by several other European countries. More recently, the **Taiwan** Beverage Alcohol Forum has partnered with the Ministry of Transportation and Communications, the Taipei City Department of Transportation, and tourism organizations to adapt the program locally. For additional information, please see http://www.ryd.eu/heroes/actions_view.php?id=49.

Co- and Self-Regulation

Portman Group Code

The Portman Group, a social responsibility body for alcohol producers, introduced a Code of Practice on the Naming, Packaging and Promotion of Alcoholic Drinks in the **United Kingdom** in 1996. It supplements the already stringent requirements of the Advertising Standards Authority on alcohol advertising and promotions. Its particular and almost unique power is the ability to remove “rogue products” found to be in breach of the Code from the market. Over 140 Code signatories, including producers, importers, retailers, and trade associations, voluntarily agree to be bound by the provisions of the Code, to support the decisions of the Independent Complaints Panel, and not to stock any products that violate the Code. They also accept that details of complaints will be published and made available to government, the media, and the general public. The Portman Group also offers a fast, free, and confidential advisory service to Code signatories on all issues relating to responsible marketing and product development. In 2008, the Portman Group commissioned the management consultancy firm PIPC to analyze a random sample of 485 drink products against the Code. PIPC concluded that 93% of products were definitely compliant with the Code. Producers of 18 products that were judged to be potentially noncompliant voluntarily took remedial action. More information is available on www.portmangroup.org.uk.

IARD Global Actions on Self-Regulation

The Self-Regulation initiative of Global Actions on Harmful Drinking covers three areas of activity. In countries where self-regulation structures do not yet exist, IARD is working with local partners to develop and implement industry-specific responsible marketing codes. In countries where self-regulation efforts are underway but could benefit from some refinement, IARD is working with local partners to introduce best-practice measures. The countries of focus for these activities are **Argentina, Brazil, the CARICOM region, China, India, Mexico, Nigeria, Philippines, Rwanda, Ukraine, and Vietnam**. At a global level, IARD is working with the European Advertising Standards Alliance, the World Federation of Advertisers, and the International Chamber of Commerce (ICC) to develop and disseminate broad guiding principles relating to responsible marketing of beverage alcohol. For more information, see www.global-actions.org.

ARA Code of Commercial Conduct

In **South Africa** the Industry Association for Responsible Alcohol Use has developed a code for retailers. This code is aimed at those who sell and serve beverage alcohol within a legitimate framework and in licensed premises. However, in a country where the consumption of noncommercial alcohol beverages in unregistered venues (shebeens) is widespread and exceeds that in legal venues, this code represents a pragmatic effort to adapt to everyday reality and to encourage those operating outside the legal framework to adhere to certain standards of operation. It should also be noted that global producers have committed to implementing the same product quality and safety controls across the board internationally, even where local controls have not been established, are not well enforced, or are less stringent than industry guidelines. Such standards can serve as a resource for government agencies in developing marketplaces as they seek to ensure public health and safety. See <http://www.ara.co.za/industry-tips/code-of-conduct> for more information.

Co-regulation of marketing activities

Over the past decade or more, some self-regulatory systems, especially in **Western Europe**, have evolved well beyond agreements among advertisers and media owners on what constitutes responsible marketing and have included collaboration with governmental bodies or third parties to adopt co-regulation and strengthen the enforcement of these codes. The European Advertising Standards Alliance, in partnership with IARD, the World Federation of Advertisers, and the International Advertising Association, has developed an International Guide to Developing a Self-Regulatory Organization. This publication offers practical advice and guidance to those who are setting up a self-regulatory system or improving one that already exists. To complement the International Guide, EASA has also developed an Alcohol Module, which is intended to help industry members in countries where no self-regulatory mechanism is in place. See www.easa-alliance.org for more details.

CONAR Self-Regulation in advertising

The Council of Advertising Self-Regulation and Ethics (CONAR AC) was founded in **Mexico** in 1997, drawing on the examples of similar organizations in Spain, Chile, and Brazil. CONAR's Board of Directors handles appeals for advice based on the Advertising Review Committee's opinion, as well as managing suspected violations of CONAR's Code of Ethics. The organization must resolve cases and appeals, and has settled 98% of the cases through its Board of Directors. See <http://www.conar.org.mx/> for more information.

Noncommercial Alcohol

Industry statistics suggest that up to 50% of the world's supply of beverage alcohol is illicit or informal, not subject to quality controls, and does not provide the taxation revenues that apply to commercially produced alcohol beverages. Not all such beverages are harmful to health, if consumed responsibly, but some are contaminated with harmful chemicals or bacteria and some are lethal. In poorer countries, where much of the population may have to live on less than US \$1 per day, commercially produced alcohol may be well beyond what the average consumer can afford. Providing goods and services that meet the needs of low-income consumers while employing the local population is one way in which large businesses can help reduce health risks and improve the economy.

Senator Keg

In **Kenya** the government agreed to a discounted tax rate to enable East African Breweries Ltd. (EABL) to launch Senator Keg, an accessible and affordable barley beer in keg format. This product has provided a high quality, low-cost alcohol beverage to be marketed to low-income consumers who might otherwise turn to illicit alcohol. See www.eabl.com for more information.

Eagle Lager

In **Uganda** and **Zambia**, Nile Breweries (a subsidiary of SABMiller) created the award-winning Eagle Lager brand, an inexpensive sorghum-based beer. Part of the impetus for this move was not only to create a safe alternative to the illicit and noncommercial alcohol being produced in Uganda, but also to stimulate sorghum production by creating a market for local farmers and bringing 10,500 small-scale farmers into its supply chain. This project thus addresses issues of poverty alleviation and illicit alcohol production. For more information, see www.inspiris.co.uk/documents/EagleLagerPaper.pdf.

Conclusion

The alcohol industry has the **opportunity to take concrete action** to reduce the harmful use of alcohol by working together with national or local governments, community-based organizations, nongovernmental organizations, academia, media outlets, consumer organizations, and medical associations and other professional organizations or individuals committed to this cause. Organizations working together can think creatively about the potential impact of interventions and explore innovative and promising approaches targeting specific at-risk groups in particular cultural contexts.

APPENDIX: DEVELOPING AND MOU OR MOA

Why is it important to have an MOU?

A memorandum of understanding is an initial agreement whose purpose is to strengthen working relationships between two or more organizations that seek solutions to common problems. An MOU can help clarify the interests and responsibilities of the parties as they begin to work more closely together and exchange ideas, expertise, and practices. Initiatives that include MOUs report stronger relationships that result in more positive outcomes. What is actually included in an MOU? Generally, MOUs can include a variety of issues and topics. Input from each stakeholder enhances the overall process of creating a jointly crafted MOU. An MOU can range from one to several pages in length, with space for signatures to represent the commitment of all involved leaders. MOU content areas may include:

- **Organization role clarification:** Who will do what, and when.
- **Evaluation protocols:** How the initiative will be monitored and evaluated.
- **Confidentiality issues:** Protocols in place to protect participants in different interventions.
- **Interorganizational staff training:** Organizations have an opportunity to learn from each other's expertise and skills.
- **Organization liaison and coordination:** Who will be the face of the joint working group in interactions with the government, community, media, etc.
- **Interorganizational conflict resolution management:** What mechanisms will be in place to resolve internal conflict. A consensus approach is recommended.
- **Periodic review of the MOU:** During the lifetime of the working relationship, the parties should evaluate what is working and what is not and be able to review and revise their intervention. Any strategic change in the initiative should be reflected in the MOU.

What strategies should be adopted at the beginning of the MOU process?

Depending on what pre-existing relationships the organizations involved may have, one strategy is to invite key supporters to meetings to explore the feasibility of developing an MOU. Organizations report that once they have the commitment and investment from the leaders, the process quickly crystallizes and results in a written MOU. An additional strategy is to invite an outside consultant to facilitate a collaborative working relationship that leads to the development of an MOU.

What potential problems may arise during the MOU process?

Problems may arise concerning each organization's ideological, methodological, and cultural philosophies. Efforts to create collaborative working relationships using MOUs help organizations understand each other's language and history and provide a context to view each other's philosophy and mission. Another possible area of tension involves confidentiality and the various implications for each organization. Other problematic issues may include evaluation decisions and levels of intervention. The MOU process provides an opportunity to address these critical issues.

[SAMPLE]
MEMORANDUM OF UNDERSTANDING (MOU) AND MEMORANDUM OF AGREEMENT (MOA)

As previously noted, the MOU is an initial written agreement that serves to clarify relationships and responsibilities between two or more organizations that share services, clients, and resources. The MOA is the final written agreement, based on the MOU, that serves to clarify relationships and responsibilities between two or more organizations working together toward a common goal. When developing an MOU and then an MOA, consider the following template:

I. Parties

This document constitutes an agreement between [name of partnership initiator, e.g. Quilmes Breweries in Argentina], and [name of qualifying partner, e.g. Argentinean Association of Physicians], which is a [describe the nature of the partner, i.e., whether it is a nonprofit organization, research organization, or public organization or agency].

II. Authorities

[Name of partnership initiator, e.g. Quilmes Breweries in Argentina] has authority to participate in the [project/activity] with [name of partner, e.g. Argentinean Association of Physicians] under: (1) The recommendations of the World Health Organization's Global Strategy to Reduce Harmful Use of Alcohol, which provides that the alcohol industry may enter into joint projects with nonprofit, research, or public organizations to address the harmful use of alcohol.

III. Purpose

Pursuant to this agreement, the parties will [provide a clear and succinct description of the project, e.g. the parties will co-sponsor a conference, study, intervention, campaign, etc. Provide a brief explanation of the goals and objectives of the agreement; it may be necessary to provide background information or a statement of need so that it is clear why the alcohol industry and its partners are undertaking this particular initiative].

IV. Mutual interest of the parties

This [activity] is of mutual interest to the parties because [explain how it benefits each party].

V. Responsibilities of the parties

[Partnership initiator, e.g. Quilmes Breweries in Argentina] agrees to perform the following activities and provide the following resources in support of [the joint project activity]:

- List all activities that the partnership initiator agrees to undertake under the agreement, e.g. perform research, provide speakers, create brochures, conduct workshops, etc.
- List all the activities that each partner agrees to perform and list the resources that will be provided in support of [the joint project activity].

VI. Apportionment of costs

[Explain how the costs of the project are apportioned. One way to do this is to state the percentage of overall costs, including in kind, that each party is contributing to the project. This is very important for transparency.]

VII. Contacts

[List the contacts and contact information of each party to this agreement.] The parties agree that if there is a change regarding the information in this section, the party making the change will notify the other party in writing of such change.

VIII. Period of agreement and modification/termination

This agreement will become effective when signed by all parties. The agreement will terminate on [date], but may be amended at any time by mutual consent of the parties. [Note that if the agreement is to last longer than 3 years, the following sentence should be included in the agreement: The parties will review this agreement at least once every three years to determine whether it should be revised, renewed, or canceled.]

Any party may terminate this agreement by providing ___ days written notice to the other party. In the event this agreement is terminated, each party shall be solely responsible for the payment of any expenses it has incurred. This agreement is subject to the availability of funds.

IX. Other provisions

Should disagreement arise on the interpretation of the provisions of this agreement, or amendments and/or revisions thereto, that cannot be resolved at the operating level, the area(s) of disagreement shall be stated in writing by each party and presented to the other party for consideration. If agreement on interpretation is not reached within 30 days, the parties shall forward the written presentation of the disagreement

[signature of an official designee with authority to sign joint project agreements]

[typed name]

[typed title]

[address]

[date]

[signature of a person with authority to commit the joint project partner to the agreement]

[typed name]

[typed title]

[typed name of joint project partner's organization]

[address of joint project partner]

[date]

This MOU/MOA template has been adapted from an MOU/MOA developed by the United States and Foreign Commercial Service of the International Trade Administration and the Fairfax County Chamber of Commerce. For more details, see <http://www.ita.doc.gov/ooms/jointprojectsample.pdf>.



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Toolkit

IARD Toolkits provide an overview of key topics, including approaches to developing and implementing alcohol interventions, policies, and situation assessments. While the *Toolkits* provide a comprehensive overview we recommend they be used in conjunction with IARD's other, more comprehensive resources, including *IARD Policy Reviews*.

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