



Countries with more gender equality have better economic growth. Companies with more women leaders perform better. Peace agreements that include women are more durable. Parliaments with more women enact more legislation on key social issues such as health, education, anti-discrimination and child support. The evidence is clear: equality for women means progress for all.

UN Secretary-General
Ban Ki-moon



POLITICAL MAPPING



INTRODUCTION

The ultimate success of an advocacy strategy often depends on how well advocates map their target audience: the decision makers they are trying to influence. Too often, advocates assume that they have identified the correct decision-maker for their advocacy, when in fact the real decision-making power regarding the issue involves another body altogether. The best example of how a well-researched map of the target audience can make all the difference in success is in the advocacy strategy of the National Commission Against Child Abuse (CONACMI), as articulated in the Let Girls Lead Case Study. CONACMI had been trying for years to advocate for a specialized protocol for treatment of girl survivors of sexual abuse by appealing to judicial bodies, when in fact the decision-making body was the Ministry of Social Welfare.

The Audience Map enables us as advocates to investigate the full names and positions of those people who have decision-making power over the lives of adolescent girls on a larger scale. Once we identify the correct decision-makers, we analyze the most strategic ways we can convince them to adopt our position, based on their position and attitude on our issue.

Session time:
70 min

TIME

Activity 1
Activity 2FACILITATOR
Guide

TARGET AUDIENCE ANALYSIS



OBJECTIVES

- To clearly identify the target audience for participants' political advocacy projects
- To distinguish the different types of audiences for a political advocacy project



MATERIAL

- Flip chart with the session objectives clearly written on it
- Flip charts
- Markers
- Different color post-it notes
- GENET case study



WORKSHEETS

- "GENET Case Study Questions"
- "Audience Analysis Chart"



Trainer Notes

To complete this session, participants should have finalized their background research on laws, policies, and political actors, and they should have identified their Expected Advocacy Result (EAR).

ACTIVITY ONE

20 min

Target Audience vs. Secondary Audience

- 1 Review the session objectives with the group using the flip chart. 3 min
- 2 Explain that one of the most important aspects of advocacy work is to clearly identify the target audience and the secondary audience, to ensure we are focusing our advocacy message on the right people.

Target audience: The people we intend to communicate our advocacy message to, so they can intercede on behalf of our proposal. They are directly involved with the decision-making process—for example, a mayor or public official.

Secondary audience: The people or institutions who can influence the decision-making process, but who are not directly linked to the process—for example, a religious leader. 7 min
- 3 Review the GENET case study and analyze it with the group using the questions included in the GENET case study worksheet:
 - What were some of the challenges that girls in GENET highlighted as important to target in their advocacy efforts?
 - Who were GENET's potential audiences in the issue of child marriage? List all of the audiences you can think of, and then discuss the following:

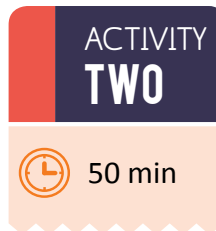
7.1

TARGET AUDIENCE ANALYSIS

- Of the audiences listed above, who was GENET's target audience?
- Who was GENET's secondary audience?
- What advocacy strategies did GENET employ in the fight to end child marriage and harmful traditional practices in the region?
- How did GENET actively engage the media?
- What impact did the Stop Child Marriage project have in the lives of girls in the region?

- 4 With this discussion in mind, instruct participants to complete the Audience Analysis Chart with people's specific names and titles, not just their offices or positions. Participants should take care to differentiate between target and secondary audiences.

20 min



Complete the Audience Analysis Chart

- 1 Explain the Audience Analysis Chart using a flip chart.

Power: What kind of power does this person have over the decision made regarding your advocacy topic? Use a scale from 1 to 3 to identify how much power they have: 1= little power, 3 = a lot of power.

Position: Is this person completely for (+3), somewhat for (+1, +2), undecided (0), somewhat against (-1, -2), or completely against (-3) your Expected Advocacy Result (EAR)? It is important to place the person or group in relation to the EAR, not the topic. A person can be in favor of improving the lives of adolescent girls, but against allocating municipal funds for such cause.

Commitment: How interested is the person in investing and committing his or her resources to help or hinder the EAR?

10 min

- 2 Make two example charts for audience analysis with the group.

10 min

- 3 Divide the group into teams according to their EAR or topic of interest. No more than five people per team. If there is a large group of people working on the same topic or EAR, divide that group into smaller teams. Each team must make two charts, one for its target audience and another for its secondary audience. Teams must fill one chart on a flip chart and name all the people in their target audience. They can expand their chart if they need more space.

15 min

- 4 After 15 minutes, teams make another chart about their secondary audience.

15 min

Session time:
70 min

TIME
Activity 1
Activity 2

PARTICIPANT
Guide

TARGET AUDIENCE ANALYSIS



OBJECTIVES

- To clearly identify the target audience for participants' political advocacy projects
- To distinguish the different types of audiences for a political advocacy project



MATERIAL

- Flip chart with the session objectives clearly written on it
- Flip charts
- Markers
- Different color post-it notes
- GENET case study



WORKSHEETS

- Worksheet 1: GENET Case Study Questions
- Worksheet 2: Audience Analysis Chart

Target audience: The people we intend to communicate our advocacy message to, so they can intercede on behalf of our proposal. They are directly involved with the decision-making process—for example, a mayor or public official.

Secondary audience: The people or institutions who can influence the decision-making process, but who are not directly linked to the process—for example, a religious leader.

ACTIVITY ONE

20 min

Target Audience vs. Secondary Audience

Explanation of the reasons for an audience map.

ACTIVITY TWO

50 min

Completing the Audience Analysis Chart

- 1 Explanation of important terms. 10 min
- 2 Teams of four to five people work on the Audience Analysis Chart for their target audience. 20 min
- 3 The same teams works on another Audience Analysis Chart, this time for their secondary audience. 20 min



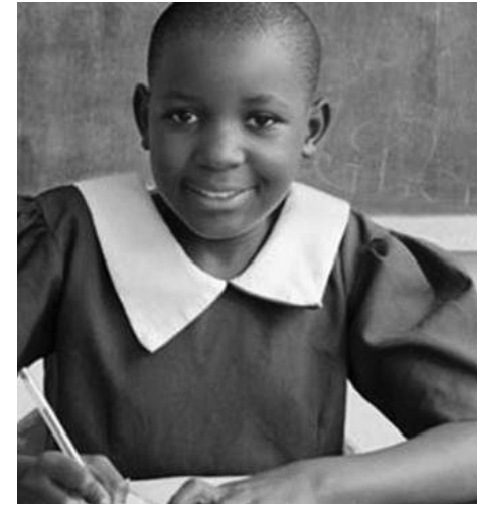
7.1 TARGET AUDIENCE ANALYSIS

WORKSHEET 1: GENET CASE STUDY QUESTIONS



In partnership with Let Girls Lead, we are empowering girls to raise their voices and advocate for their rights. The girls are educating village leaders and achieving bylaws that bring an end to child marriage and other harmful traditional practices.

Faith Phiri,
GENET Executive Director



1 What were some of the challenges that girls in GENET highlighted as important to target in their advocacy efforts?



7.1 TARGET AUDIENCE ANALYSIS

WORKSHEET 1: GENET CASE STUDY QUESTIONS

2 Who were GENET's potential audiences on the issue of child marriage? List all the audiences you can think of.

3 Of the audiences listed above, who was GENET's target audience?

4 Who was GENET's secondary audience?



7.1 TARGET AUDIENCE ANALYSIS

WORKSHEET 1: GENET CASE STUDY QUESTIONS

5 What advocacy strategies did GENET employ in the fight to end child marriage and harmful traditional practices in the region?

6 How did GENET actively engage the media?

7 What impact did the Stop Child Marriage project have on the lives of girls in the region?



7.1 TARGET AUDIENCE ANALYSIS WORKSHEET 2: AUDIENCE ANALYSIS CHART

Name	Institution/Organization	Title	Power 1 to 3	Position -3 to +3	Interest 1 to 6

Power: The authority a specific actor has in the decisions made regarding your topic of interest. That is, the amount of influence he or she has for the achievement of your goal. Use a scale from 1 to 3. (1=little power, 3=a lot of power)

Position: Are they for (+3), somewhat for (+2, +1), undecided (0), somewhat against (-1, -2), or completely against (-3) your EAR? It is important to stress that the position must be defined with regard to the EAR and not the general topic. A person can be in favor of increasing the well-being of young women but against allocating a percentage of the municipal budget towards this cause.

Commitment: The disposition the actor has or does not have to commit to the achievement of the goal.

¹ Adapted from: International Planned Parenthood Federation, *Handbook for Advocacy Planning*. Mexico City, December 2009.

STRATEGIES TO NEUTRALIZE, MONITOR, INVOLVE, PERSUADE, AND CONVINC



Session time:
120 min (2 hours)

TIME

Activity 1
Activity 2
Activity 3



FACILITATOR
Guide



OBJECTIVES

- To visually identify the target audience for participants' political advocacy projects
- To identify the necessary strategies to work with target audiences



MATERIAL

- Flip chart with the session objectives clearly written on it
- Flip charts
- Markers
- Different color post-it notes

WORKSHEETS

- Worksheet: "Audience Map"
- Handout: "Strategies for Analysis and Action"

ACTIVITY ONE



30 min

ACTIVITY TWO



30 -40 min



Trainer Notes

To complete this session, participants should have finalized their background research on laws, policies, and political actors, and they should have identified their Expected Advocacy Result (EAR).

Completing the Audience Map

- 1 Explain the placement of political actors on the Audience Map using the key in the Audience Map worksheet:
 - Mark *commitment* (interest/dedication) vertically
 - Mark *position* (for or against) horizontally
 - Mark *power* with 1, 2, or 3 circles 5 min
- 2 Each team transfers the contents of their Audience Analysis Charts to the Audience Map.
- 3 Each team chooses one person to present their work to the rest of the group. 25 min

Presentation in Plenary of the Audience Maps and Discussion

- 1 All teams present their Audience Map to the rest of the group. They share their EAR and how each person or group in the map relates to it.

7.2

STRATEGIES TO NEUTRALIZE, MONITOR, INVOLVE, PERSUADE, AND CONVINC


- 2 After each presentation, ask the entire group if they have any questions or comments. Facilitate a discussion.



Remember

If more than one team is working on the same EAR, the facilitator should make sure to identify the similarities or differences between the maps. If there are differences, make sure that teams come to an agreement on the placement of political actors on the map.

**ACTIVITY
THREE**

 60 min

Analysis of Audience Maps and Areas of Action

- 1 Refer to the worksheet “Audience Map.” Explain that depending on where a person is placed in the Audience Map, strategies and tactics to work with each will differ. Participants can use the handout “Strategies for Analysis and Action” as a guide. 15 min
- 2 Teams gather and start analyzing their Audience Maps, keeping in mind the different strategies they must use according to their EAR. They must identify the areas of action—for example, trainings, awareness campaigns, and strengthening capacities—they will take. Teams can start talking about specific events, such as public forums, agreement roundtables with the media, and press conferences, among others. For the moment, they must focus on identifying the general areas of action. 30 min
- 3 Ask groups to write their areas of action down on several post-it notes and place them on the Audience Map next to the corresponding audience. If they have several areas of action, they must write each one on a separate post-it note.
- 4 Ask participants to follow the same steps for their secondary audience on different colored post-it notes.
- 5 Each team places their completed Audience Maps with the areas of action on the classroom walls. Teams walk around the classroom to observe what other teams have done.
- 6 Remind the teams that they will refer back to their maps once they define the specific objectives for their advocacy strategy. 15 min

STRATEGIES TO NEUTRALIZE, MONITOR, INVOLVE, PERSUADE, AND CONVINC

Session time:
120 min (2 hours)

TIME
Activity 1
Activity 2
Activity 3

PARTICIPANT
Guide

OBJECTIVES

- To visually identify the target audience for participants' political advocacy projects
- To identify the necessary strategies to work with target audiences

MATERIAL

- Flip chart with the session objectives clearly written on it
- Flip charts
- Markers
- Different color post-it notes

WORKSHEETS

- Worksheet: Audience Map
- Handout: Strategies for Analysis and Action

ACTIVITY ONE

30 min

Completing the Audience Map

Each team completes the Audience Map guided by the two Audience Analysis Charts previously made. One person from each team presents in plenary.

ACTIVITY TWO

30-40 min

Presentation in Plenary of Audience Maps and Discussion

Each team has 10 minutes to present their map in plenary.

ACTIVITY THREE

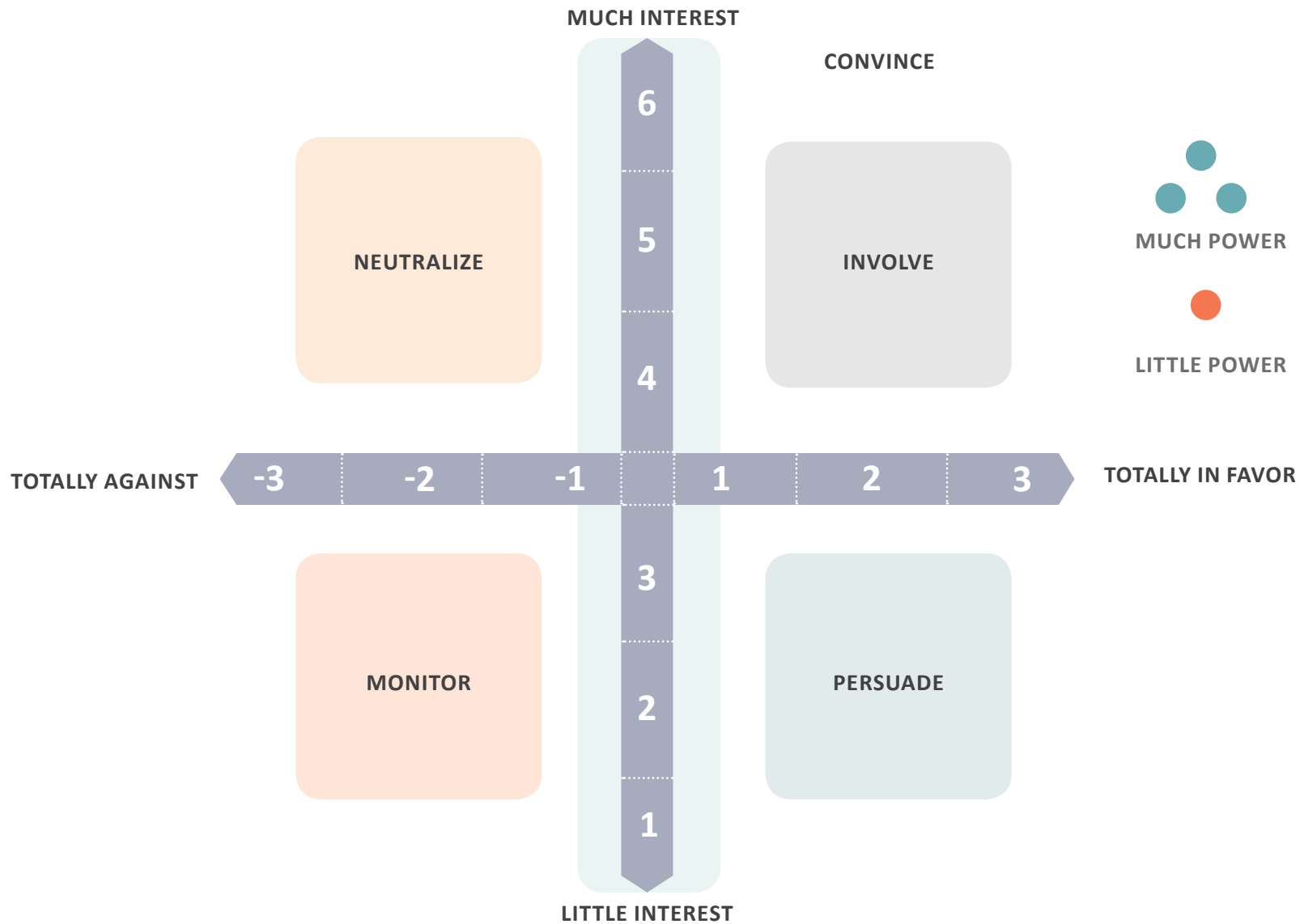
60 min

Analysis of Audience Maps and Areas of Action

- 1 Explanation and analysis of Audience Maps and Areas of Action. 15 min
- 2 Each team analyzes their Audience Map using the mentioned strategies. Teams write down areas of action for each audience on post-it notes, and place the notes in the appropriate place on the Audience Maps. Teams use different colors for their target and secondary audiences. 30 min
- 3 The teams place the Audience Maps in a visible place in the classroom. Participants can then walk around the classroom to view the other maps. 15 min



7.2 STRATEGIES TO NEUTRALIZE, MONITOR, INVOLVE, PERSUADE, AND CONVINCe WORKSHEET 1. AUDIENCE MAP¹



¹ Adapted from: International Planned Parenthood Federation, *Handbook for Advocacy Planning*. Mexico City, December 2009.



7.2 STRATEGIES TO NEUTRALIZE, MONITOR, INVOLVE, PERSUADE, AND CONVINC

HANDOUT 1. STRATEGIES FOR ANALYSIS AND ACTION

CONVINCE

For audiences with a lot of interest in the Expected Advocacy Result (EAR) but in an intermediate position, you must increase their knowledge on the topic or problem, and prove to them that the result is the right answer for it. For this kind of strategy it is very important to strengthen your organization or network's trustworthiness and credibility before the audiences.

- This strategy may include actions such as expert's seminars, forums, awareness workshops, creating specialized material, private meetings, etc.
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PERSUADE

For audiences with a position in favor of the EAR but with moderate interest, you must prove that your cause has the support of the population sectors in which they are interested. Motivate them to carry their words into action.

- This strategy may include actions such as public demonstrations and communication campaigns.
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NEUTRALIZE

For audiences with a "hardly favorable" or "completely against" position regarding the EAR and with a lot of interest, you must counteract their strength. While neutralization strategies are important, they should not become the axis of the advocacy project, because this will encourage reactive as opposed to proactive actions.

- This strategy may include actions such as the generation of argument and counter argument banks, monitoring statements, support groups and funding sources of opposing groups, and the strategic repositioning and refocusing of your advocacy goal so it becomes by itself a positive strategy.
-

MONITOR

For audiences positioned against but with little or moderate interest, you must watch their actions systematically to identify in time any movement towards other sectors of the Audience Map, particularly an increase in their interest against the achievement of the EAR.

- This strategy may include actions such as monitoring the media to make sure groups are not organizing against you, and analyzing electoral records to make sure they are not voting against your advocacy interests.
-

INVOLVE

For audiences positioned "somewhat in favor" or "completely in favor" and with a high interest, you should seek to involve them in the project promoting the initiative. This inclusion could have many forms and does not necessarily need to be public or formal. The important thing is that this audience makes the cause its own.

- This strategy may include actions such as personal meetings, generating specialized spaces for this audience (such as parliament groups), training workshops, making material for this audience to use, counseling, etc.