

MODULE 4

**Business
environment
Advocacy**

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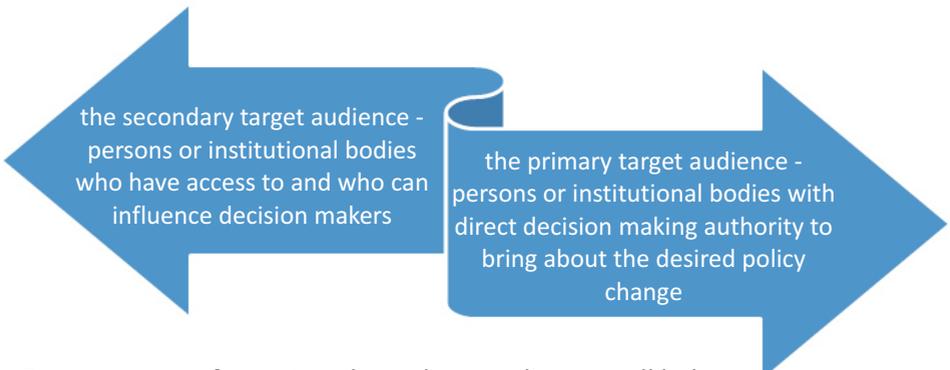
MODULE #4 AUDIENCE AND STAKEHOLDER ANALYSIS A SELF-HELP GUIDE

Welcome to the fourth part of this six-module self-help guide on Advocacy for Business Membership Organisations (BMOs). To increase your chances of success as an advocacy group, you must identify and study all the individuals and groups that may support or oppose your group's issue and goal. We begin by looking at the people you want to persuade that there should be a change in the business environment, that is, your audience.



**For each objective of an advocacy campaign,
you will need to decide who will be your *target audience***

This includes:



Documenting information about these audiences will help your group in a number of ways. It can help you:

- target your advocacy activities
- develop effective messages, and
- select the appropriate channels of communication.

The different categories of people in the target audience are not identical in every setting. For example, they can include:

- political leaders
- national and local government officials
- religious leaders
- private and public sector service providers
- the media
- community and traditional leaders
- nongovernmental organizations (NGOs)
- women's organizations
- professional associations
- business and civic groups.

In some places, and for some issues, the range of audiences is even wider. It may include groups who would not normally meet each other under other circumstances, such as foreign donors and traditional healers.

Once you have identified the different groups and individuals in your audiences, your advocacy group must work out for both primary and secondary target audiences, the expected levels of **support or opposition**. People on both sides of the issue feel strongly that their position is the right one. They are therefore likely to devote considerable energy, and sometimes resources, to supporting that position.

Your group should be prepared to address either mild or strong opposition in ways that are most helpful to your own efforts.

The best way to do this is to find out as much as possible about the opposition's specific attitudes as well as the extent and nature of their support.

By working out in advance what your opponents' arguments might be, you will be in a better position to argue against them effectively.

At the same time, you should also consider broadening your own support base by linking up with other advocacy groups and networks. The more individuals or groups you have working together to achieve the advocacy objective, the greater the chances of success. By creating coalitions with other groups or formal networks, your group could:

- expand its own membership
- create alliances with commercial or private sector entities, or
- generate public and community support to enlarge your support base.

Finally, as an advocacy group, you cannot afford to disregard the “undecided” or “neutral” parties. In some cases, the best investment of time and energy is to appeal to the neutral public, who maybe open to reasonable and well-expressed appeals for support and who lack strong objections to the relevant issue.

The same logic applies to those decision makers who are known to be neutral or undecided on an issue. There may be decision makers who, although not openly opposed to an advocacy goal, might hesitate to voice an opinion if the issue is controversial. They may support the advocacy efforts in private but prefer to appear neutral in public. Your group may decide to direct its efforts toward convincing these influential neutrals to join and support the campaign publicly or else lend their support to your group in less public ways.

In both primary and secondary audiences, therefore, you will have the following components:

- supporters
- allies
- neutrals
- undecided
- opponents

The term 'stakeholder' is often used in a similar way to the term 'audience'. So we can speak of primary and secondary stakeholders in much the same ways as we do about audiences. The term 'audience', however, tends to be used more often when talking about communication with particular groups and the messages we would like them to hear or see, a point that we shall return to later. We use the terms interchangeably in this module. At this point, we shall be discussing how you could go about analysing your BMO's stakeholders and the importance of doing so.

UNDERSTANDING STAKEHOLDERS

What are stakeholders?

“Individuals, communities or groups which have something to gain or lose from the outcomes of a reform programme or activity. They may impede reform or actively promote it”.

- Advocates must understand the range of actors or stakeholders relevant to an issue and how to engage them.

What types of stakeholders are there?

- **Key stakeholders** = those who can significantly influence the reform effort. They are critical to the reform's success or failure. This category of stakeholders will include all potential partners and reform-minded, high-level officials who have the potential to become reform champions.
- **Primary stakeholders** = those audiences directly affected by the reform – either positively or negatively. This includes all stakeholders who have an interest in the outcome and will want to know how the reform will affect them.
- **Secondary stakeholders** = other individuals and/or groups with a stake, interest, or potential intermediary role in the reform process.

Stakeholder Mapping

Mapping is a process of helping us to see patterns and relationships among stakeholders by using visual aids, such as maps or graphs. We begin by asking key questions about the groups who make up the stakeholders.

- Who are the key and primary stakeholder groups?
- For each group, what interests are at stake in relation to the reform initiative?

Using a Power Map

Below is an example of a map that you can use in your group to try and understand which groups among your stakeholders are supportive of your advocacy goal and which ones are opposed.

Advocacy objective:		
SUPPORT	NEUTRAL/ UNDECIDED	OPPOSITION
Primary target audience		Primary target audience
Secondary target audience		Secondary target audience

A Power Map such as this draws attention to the need to analyse stakeholders further. Many strategic advocacy decisions are based on a thorough analysis of the relevant target audiences.

ACTIVITY 1: POWER MAPS – IDENTIFYING SUPPORT AND OPPOSITION

This is an activity to be carried out in groups. The aim is to understand how to identify support and opposition around your advocacy objective. Write a list of all individuals and institutions that have an interest in your advocacy issue or objective.

These are: supporters, allies, neutral, undecided, opposition. For each individual or institution, cut out a symbol or picture from an old magazine and label it. You can show how important or influential the individuals or institutions are by cutting out symbols of different sizes. Tape or glue the different symbols to one of the three columns of the map: support; neutral/undecided; opposition. Each group will present their map to the workshop as a whole and discuss the sources of support and opposition.

Mapping - Issues Arising

Having created your power map, the following questions arise:

- Are there any additional allies that belong on the map? Who are they?
- Are there additional opponents? Who are they?
- Does the map capture the interrelationships or connections among the different actors?
- Where on the map does most of the power and influence reside?
- What does this map suggest to you about where to focus your advocacy efforts? Does it identify where and with whom to build alliances and support?

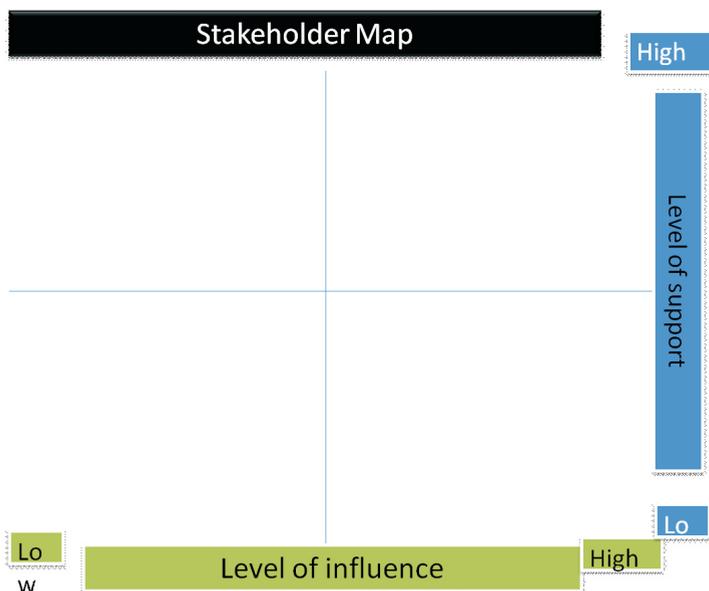
Stakeholder Breakdown

Stakeholder Category	Individual Stakeholder Group	Interests at stake	Level of influence over final outcome (-15)	Level of support for reform (-15)
Primary	Public Sector			
	Private Sector			
Secondary	Public Sector			
	Private Sector			

Level of influence: 1=little/none; 2=some; 3=unknown; 4=moderate; 5=significant.

Level of support: 1=strongly opposed; 2=moderately opposed; 3=unknown; 4=moderate support; 5=high level of support.

The map overleaf provides your BMO a way of analysing the overall pattern of support and influence exercised by stakeholders concerned with your advocacy objective. It builds on the power map by showing you stakeholders' levels of influence in addition to their levels of support.



Consider:

- **Which public sector institutions (or individuals)**
 - Will have the most ***influence*** in getting these reforms approved and then implemented?
 - Will be most likely to ***support*** the reforms?
 - Will be most likely to ***oppose*** them? How strongly and why?

- **Which private sector institutions (or individuals)**
 - Will have the most ***influence*** in getting these reforms approved and then implemented?
 - Will be most likely to ***support*** the reforms?
 - Will be most likely to ***oppose*** them? How strongly and why?

ACTIVITY 2: ANALYSING PRIMARY AND SECONDARY TARGET AUDIENCES

You should continue working in the same groups for this activity as you did in Activity 1. The aim of this exercise is to show you a way of working out the knowledge, support and interests of your primary and secondary audiences, in relation to the advocacy objective. Remember that an important feature of effective advocacy is a deep understanding of each potential target audience. Think of the actors you identified earlier in the power map activity i.e. members of your primary and secondary audiences. Write the names in the appropriate box on the form and complete the remaining columns regarding audience member's levels of knowledge, demonstrated support, demonstrated opposition, and potential benefits to the audience. By using the Primary and Secondary Audience Analysis Form below, you should be better able to plan the design of effective advocacy messages and activities for the various target audiences.

Primary and Secondary Audience Analysis Form

	Level of Knowledge About the Issue (Rank 1-5) 1-low; 5-high; if unknown=?	Level of Previous Support Demonstrated (Rank 1-5) 1-low; 5-high; if unknown=?	Level of Previous Opposition Demonstrated (Rank 1-5) 1-low; 5-high; if unknown=?	Potential Benefits to Audience Related to the Issue
PRIMARY TARGET AUDIENCE: Those directly affected by the reform - either positively or negatively. This group includes all stakeholders who have an interest in the outcome and will want to know how the reform will affect them.				
SECONDARY TARGET AUDIENCE: The other individuals and/or groups with a stake, interest or potential intermediary role in the reform process.				

Primary and Secondary Audience Analysis Form

Audience Analysis – Matters arising

- *What are the general observations about the audience analysis?*
- For example, do you need more information about certain key actors?
Is the opposition more vocal/public than the supporters?
- *Based on the use of the Primary and Secondary Audiences Analysis Form, would you make any changes to the focus of your advocacy efforts?*
- *Why is it important to identify potential benefits to target audiences?*
- *What, if any, additional information is needed for an accurate assessment of the target audience? Where will you get the information?*

TEN PRINCIPLES OF LEGISLATIVE ADVOCACY

1. Know your organization and the issues which affect it.
2. Know your opponents and their arguments.
3. Know your legislators - what motivates them, their likes, dislikes, political philosophies, why they vote the way they do.
4. Do not lie - never lie to a legislator. Here, people are only as good as their word.
5. Learn the art of compromise - the art of the possible.
6. Be accessible - become a resource to your legislators. Be accessible when they need you. Never offer opinions outside your area of expertise. Do not be afraid to say "I don't know".
7. Recognise that some aspects of the political environment cannot be changed just yet.
8. Working alone is often not effective. Consider a coalition, there is strength in numbers.
9. Be persistent. Reintroduce issues if appropriate.
10. Keep informed!!

Building alliances and support is critical to success in advocacy. Once you have identified where and with whom your BMO can build alliances and support, the next question is how to reach out to stakeholders. The following table outlines what would be useful to consider in focusing your communications efforts.

COMMUNICATING FOR DIFFERENT AUDIENCES –LINKING AUDIENCES WITH MESSAGES AND TOOLS

Audience	Communicate about....	Communication tools to reach them
BMO members		
Potential BMO members		
Former BMO members		
BMO Board		
BMO Committees		
Public sector-Government		
Public sector-Legislature		
Private sector-other BMOs		
Private sector-individual businesses		
Private sector-prominent individuals		
Media		
Civil society and local community		
Foundations and Development Partners		

Below is an example of a completed form, showing the range of messages and communication tools available for communicating with your BMO's audiences.

Communicating for Different Audiences – Linking Audiences with Messages and Tools

An Example of a Completed Form

Audience	Communicate about....	Communication tools to reach them
BMO members	Current and upcoming activities Progress of advocacy campaigns BMO achievements and impacts Membership directory Business and industry knowledge To request input i.e. formal BMO evaluation, key services AGM	Written Telephone Email/SMS Formal survey AGM Focus groups
Potential BMO members	As part of recruiting efforts BMO mission, goals ,activities and achievements Membership directory Current and upcoming activities BMO achievements and impacts	Written Telephone Email/SMS Focus groups/public meetings
Former BMO members	Current and upcoming activities Progress of advocacy campaigns BMO achievements and impacts To request input or participation	Written Telephone Email
BMO Board	Strategic plan and programme of work Committee Reports and meeting minutes BMO Annual Report Work plan/activity updates Financial information Current and upcoming activities Formal reviews and evaluations Administrative support for Board meetings AGM Key stakeholder contacts	Board meetings Written Telephone Email Public events
BMO Committees	Committee Reports and meeting minutes BMO Annual Report including achievements and impact Membership information Committee activity updates Research carried out Current and upcoming BMO activities Key stakeholder contacts	Written Telephone Email/SMS Committee meetings
Public sector – Government	Advocacy campaigns including follow up once decisions are made General information about the BMO, BMO Annual Report BMO achievements and impacts Research Business and industry knowledge	Meetings and public events Participation at BMO events Joint participation with media Written Telephone Email/SMS Social networking (advocacy)
Public sector – Legislature	Advocacy campaigns including follow up once decisions are made General information about the BMO, BMO Annual Report BMO achievements and impacts Research	Meetings and public presentations Participation at BMO events Joint participation with media Written Telephone

	Business and industry knowledge	Email/SMS Social networking (advocacy)
Public sector – Legislature	Advocacy campaigns including follow up once decisions are made General information about the BMO, BMO Annual Report BMO achievements and impacts Research Business and industry knowledge	Meetings and public presentations Participation at BMO events Joint participation with media Written Telephone Email/SMS Social networking (advocacy)
Private sector– other BMOs	BMO overview information Current and upcoming BMO activities Information and progress of advocacy campaigns Business and industry knowledge	Written Telephone Meetings Email/SMS Social networking (advocacy) Formal survey
Private sector– individual businesses	As part of recruiting efforts BMO mission, goals and activities Current and upcoming activities BMO achievements and impacts	Written Telephone Email/SMS
Private sector– prominent individuals	Current and upcoming activities Progress of advocacy campaigns BMO achievements and impacts To request input or participation	Written Telephone Email/SMS
Media	Promote the BMO's existence and activities BMO advocacy activity with media a potential information disseminator	Written(Press kits) Press releases Press events Media participation at BMO events Email/SMS Social networking (advocacy)
Civil society and local community	BMO advocacy activity with civil society as potential partner Overview information mission goals and activities Research	Written Telephone Email/SMS Participation at BMO events Blogging Social networking
Foundations and Development Partners	As potential source of financial support, submission of formal activity proposals BMO vision, goals and activities BMO achievements and impacts	Written Telephone Email Invitation to BMO events

FACILITATOR'S GUIDELINES

ACTIVITY 1: POWER MAPS - IDENTIFYING SUPPORT AND OPPOSITION

Group work.

Time: 1 hour 15 min

Materials: Flipchart, marker pens, old magazines, scissors, tape or glue. Camera (optional).

Objective: To create a map of stakeholders and use it to identify support and opposition around a particular advocacy issue.

Notes for Facilitator

Prepare a flipchart with the following instructions:

Task for Creating Power Maps (30 min)

- List all institutions and individuals with interest in your issue/objective (supporters, allies, opposition, undecided, or neutral), by primary and secondary audiences.
- For each institution or individual, cut out a symbol or picture from an old magazine and label it. You can use different sizes to show the relative importance and influence of each individual or institution.
- Tape or glue the symbols on the map in the appropriate place.

1. **Explain** the following:
 - a. For effective advocacy, advocates must understand how policy and budgeting decisions are made, as well as the political climate in which they take place (*see Module 1: Advocating for a More Enabling Business Environment for a discussion of the policy process*).
 - b. Understanding the policy decision making process provides a basis for determining the degree of difficulty involved in meeting the advocacy objective.
 - c. Advocates must understand the range of actors or stakeholders relevant to an issue and how to engage them.
2. **Explain** that in this activity, participants will create a power map for an advocacy campaign and use it to identify support and opposition around a particular advocacy objective.
3. Review the overall purpose of identifying support and opposition.

- Note that there are many strategic advocacy decisions based on a thorough analysis of the relevant target audiences.
 - In this activity, participants first will identify primary and secondary target audiences for their specific advocacy objectives.
 - They will then assess in more detail the audiences' level of knowledge and support for the issue and objective.
4. Use the hypothetical advocacy campaign below to **demonstrate** the activity:
- Advocacy Objective:** To reduce by 25% the number of hours required by businesses to pay all taxes and cut the number of steps in the process in half.
- Target Audience:**
- Allies (private sector, especially small firms; most government entities)
 - Opposition (tax-related government agencies or individuals who benefit from a complicated tax system by receiving informal payments or who extract payments out of business as part of tax inspections; tax inspectors)
5. **Present** a sample power map on flipchart paper or a PowerPoint slide.
6. **Explain** that each group will create a power map that visually depicts the target audience – primary and secondary audiences, supporters, opponents, and those who are neutral – for its own advocacy objective.
7. **Review** the outline below to demonstrate how the map should be set up and go over the tasks on the prepared flipchart. As you review this task, **elaborate** on several steps, as follows:
- **Key stakeholders** to consider are those who can significantly influence the reform effort. They are critical to the reform's success or failure. This category of stakeholders will include all potential partners and reform-minded, high-level officials who have the potential to become reform champions.
 - **Primary stakeholders** are those audiences directly affected by the reform – either positively or negatively. This includes all stakeholders who have an interest in the outcome and will want to know how the reform will affect them.
 - **Secondary stakeholders:** the other individuals and/or groups with a stake, interest, or potential intermediary role in the reform process.

- Participants should think of traditional and non-traditional actors in the policy process, including the media, civil society, the academic/research community, and the donor community. Groups should be as creative as possible when thinking about their primary and secondary audiences.
 - Influential people can often be found beyond business circles, including through personal relationships.
 - If the actor is highly supportive of the issue/objective, participants should place on the left of the map the symbol or picture representing that actor. (Remind them that they will cut a symbol or picture from a magazine to represent each person or institution.) If the actor represents strong opposition, the symbol should be placed on the right side. The line of neutrality is in the centre of the map, and those actors who are undecided or whose opinion is unknown should be placed closer to the centre line. If any actor is closely linked to another, their symbols can overlap or touch to emphasize this relationship.
 - Note that on the power map, **size = power** and the participants might want to indicate the relative power of members of their primary and secondary target audiences.
7. **Distribute** coloured paper, markers, magazines, scissors, tape, and glue that groups can use to create their power maps and **explain** that each group has 30 min.
 8. After 30 min, **ask** each group to present its map. **Moderate** a discussion of each map with the full group, asking the following questions:
 - Are there any additional allies that belong on the map? Who are they?
 - Are there additional opponents? Who are they?
 - Does the map capture the interrelationships or connections among the different actors?
 - Where on the map do most of the power and influence reside?
 - What does this map suggest to you about where to focus your advocacy efforts?
 9. If you have a camera, you can take **photos** of each group with its power map after the presentations.
 10. **Conclude** by noting that this mapping exercise also helps to identify where and with whom to build alliances and support; this is a key step in the advocacy process.

ACTIVITY 2: ANALYSING PRIMARY AND SECONDARY TARGET AUDIENCES

Group work

Time: 45 min

Materials: Primary and Secondary Audience Analysis Forms, pens.

Objective: To analyse target audiences in more detail as an aid to planning advocacy efforts.

1. **Explain** that to understand one's support and opposition clearly, which is a key component of effective advocacy, it is important to have a deep understanding of each potential target audience. This activity presents a method for analyzing target audiences in more detail; however this will require additional inquiries after the workshop to validate and add to this initial work.
2. **Ask** participants to continue working in the same groups as for the power maps.
3. **Explain** that participants will be using the **Primary and Secondary Audience Analysis Form** and that the form is a planning tool to help design effective advocacy activities and messages for the various target audiences.
4. **Ask** each group to refer to the actors they previously identified during the power map activity. Participants should identify which of those actors are members of the primary audience (those directly affected by the reform – either positively or negatively), as well as members of the secondary audience (the other individuals or groups with a stake, interest, or potential intermediary role in the reform process). The groups should write the names in the appropriate box on the form and complete the remaining columns as follows:
 - **Level of knowledge about the advocacy issue:** Is the audience well informed or does it lack accurate information? How much does the audience know about the issue?
 - **Level of demonstrated support toward the issue:** Has the audience actively and/or publicly supported this issue? Rank the evidence of support.
 - **Level of demonstrated opposition toward the issue:** Has the audience actively and/or publicly opposed this issue? Rank the evidence of opposition.
 - **Undecided or unknown:** Has the audience failed to declare its position on the issue? Are you uncertain of its position at this time? If the assessment is “undecided or unknown,” place a question mark in this column. Otherwise, leave it blank.
 - **Potential benefits to the audience:** How might the target audience for your advocacy activities benefit from supporting your issue and objective?

5. **Invite** each group to summarize its work. Moderate a discussion with the following questions:
 - What are the general observations about the audience analysis? For example, do you need more information about certain key actors? Is the opposition more vocal/public than the supporters?
 - Based on the use of the Primary and Secondary Audiences Analysis Form, would you make any changes to the focus of your advocacy efforts?
 - Why is it important to identify potential benefits to target audiences?
 - What, if any, additional information is needed for an accurate assessment of the target audience? Where will you get the information?

6. **Conclude** the activity by reminding participants that they should continue to collect information about their target audiences and add it to the form. Information on the various audience members will help to define the overall strategy and the appropriate tailoring of messages.