



IDENTIFYING AND APPROACHING YOUR TARGET

Information adapted from the National Democratic Institute

Every advocacy campaign has targets. The group's advocacy is directed towards impacting the target's decision in favor to the demands of the group. In order to do so, the target has first to be identified. The group then must determine what is the position of the target on the issue: whether the target is an ally or an opponent.

Once the appropriate public policy institutions are identified one must then identify the key personnel in each institution who can influence the outcome. It may be a key legislator, minister, bureaucrat, or elected official. The challenge is to identify the key personnel in the decision making process, both those who will support and those who will oppose the position. Similarly, identifying those interests and organizations outside government that may be allies and those that are likely to oppose the advocacy effort is essential in the strategic planning. Mapping support and opposition, both inside and outside government, will allow the advocacy campaign to rally support and blunt opposition.

STEP ONE: IDENTIFY THE TARGETS

For each campaign, there are two types targets: Primary and Secondary.

PRIMARY TARGET

The primary target is the decision-making person, body or institution that decides on the issue. The primary target is the person who has the power to give you and your organization what you want. It is the person to whom you will advocate.

It is essential to identify those institutions of government and those individuals in government who are in a position to enact or block the desired policy outcome. The solution may lie with an administrative body who enacts regulations or enforces standards, with the courts to force the executive branch to act according to law, or with the Parliament and passage or amendment of a statute. It is often necessary or advisable to pursue policy solutions in more than one forum. But in every case one must clearly examine any and all possible forums available to enact or block the public policy position you seek to effect.

Advocacy Purpose:

To pass a law to mandate and fund the building of 100 community schools for girls.

Primary Targets:

Minister of Education, Minister of Finance, President, Members of Parliament

“Personalize the target.” Even if the power to give you what you want is actually held by an institution, such as a district council, the parliament, or a ministry, personalize it. Find out the name of the person who can make the decision, or at least strongly influence it. Make that person the target. Not only does this help to narrow the focus of the campaign, but it

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makes your members feel that winning is possible. A campaign to change a person's mind is much more believable than one to change the policy of a big institution. In addition, individual decision-makers have human responses, such as fairness, guilt, fear, ambition, vanity or loyalty. These do not exist in institutions or formal bodies as a whole. Such responses can only come into play if you personalize the target.

Questions to ask when identifying primary targets:

1. Who has the power to give you and your organization what you want? Who makes the decision regarding the law or policy or who is responsible for enforcing it?
2. What power do you have over them?

SECONDARY TARGET

Secondary targets are those people who do not have the power or authority to give you what you want but has the power to influence the primary target. Although secondary targets might not have the direct mandate and authority to decide on the particular issue, they have the ability to influence. Usually you will have more power over this person than you have over the primary target.

Some members of a primary target can also be a secondary target if they can influence other decision-makers. For example, the Minister of Education and Principal Secretary might influence one another's opinions. Or the Parliamentary Committee on Education might influence the body of Parliament as a whole or the Minister. Therefore, they are both a primary and secondary target.

Advocacy Purpose:

To pass a law to mandate and fund the building of 100 community schools for girls.

Secondary Targets:

Key staff of Members of Parliament, advisors to the Minister of Education, Minister of Finance, key women's NGOs, parent organizations, teachers' unions, newspapers that decision-makers read regularly, foreign donors

Questions to ask when identifying secondary targets:

1. Who can assist you in convincing the decision-maker to give you and your organization what you want?
2. What power do you have over them?

Rules to Remember for Targets

- A target is always one singular person, not an institution. Even if you are planning to change a law and you need the vote of a majority of the parliamentarians, you must personalize your target to make it just one person. Target one parliamentarian at a time.
- Personalizing your target makes it easier for your volunteers and members to understand and be motivated. Even the most complex organizations and institutions are made up of people; by choosing one person at a time you can make your campaign more real for the public.
- Each issue has more than one target. Use the target that is most convenient for your campaign. You can change targets or alternate targets during your campaign.
- Each tactic that you utilize should be individualized to your targets. A tactic that is directed at all of your targets at once will be diffused and therefore not as powerful.

STEP TWO: IDENTIFY THE POSITION OF THE TARGET

ALLIES OR OPPONENTS

Once you have decided who your primary and secondary targets are you need to decide whether they are your allies or your opponents. Allies are those people, organizations, and/or institutions that might help you. These are the ones that you should solicit to work with you to obtain your goal.

Questions to ask when identifying allies:

1. Whom does the issue also affect?
2. Who would also benefit from resolving the issue?
3. Who might be interested to help us out?

Opponents are those whom are interested to see the issue not addressed or the advocacy campaign fail. Opponents are those interested in impeding the group in its advocacy campaign. These can be powerful and weak, depending on the actual strength they have for impeding the work of the group. Ones that are directly damaged by the campaign are usually listed as powerful. It is important for you to put effort into turning opponents into allies.

Questions to ask when identifying opponents:

1. Who would be damaged if this issue were addressed?
2. Who might be interested to see this campaign fail?
3. Who might act as an obstacle for any reason?

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Policy Map

In filling out the chart, be expansive. Particularly for the Secondary Targets, you should come up with as many names as possible. During your campaign, you may not get to all of them, but you can come back to the list later if you need additional support. First brainstorm your list, thinking of as many targets as possible. After you have made your list, try to prioritize.

Advocacy Purpose:		
Primary Target (List Institution, Position and Name of Individual, if known)	Ally or Opponent or Don't Know	Secondary Target (who can influence the individual who is the Primary Target)
1.		1. 2. 3. 4.
2.		1. 2. 3. 4.
3.		1. 2. 3. 4.
4.		1. 2. 3. 4.
5.		1. 2. 3. 4.
6.		1. 2. 3. 4.



Opponents

List all the groups, individuals or institutions that stand to lose if you win. These people are not necessarily your primary targets, as they might not have direct influence in getting you what you want. They may not be secondary targets as they are not likely to help you influence the decision-makers. However, they are individuals or institutions that, if they decide to, may block you from getting what you want. The idea of making the list is to be aware of who they are. You may have to find ways to neutralize them, but even if there is nothing you can do, it is best to have some idea of what to expect from them.

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