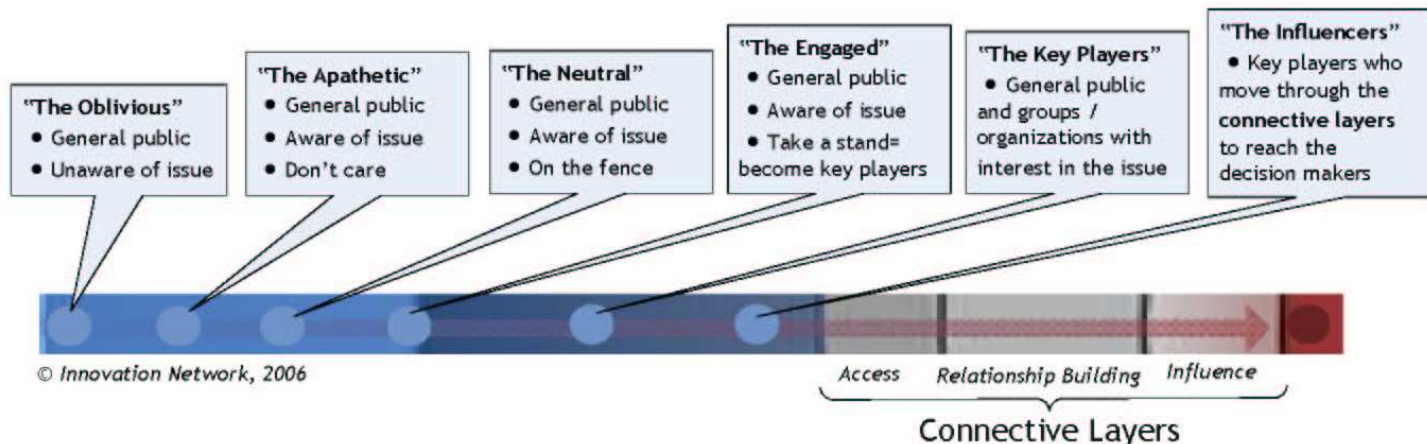
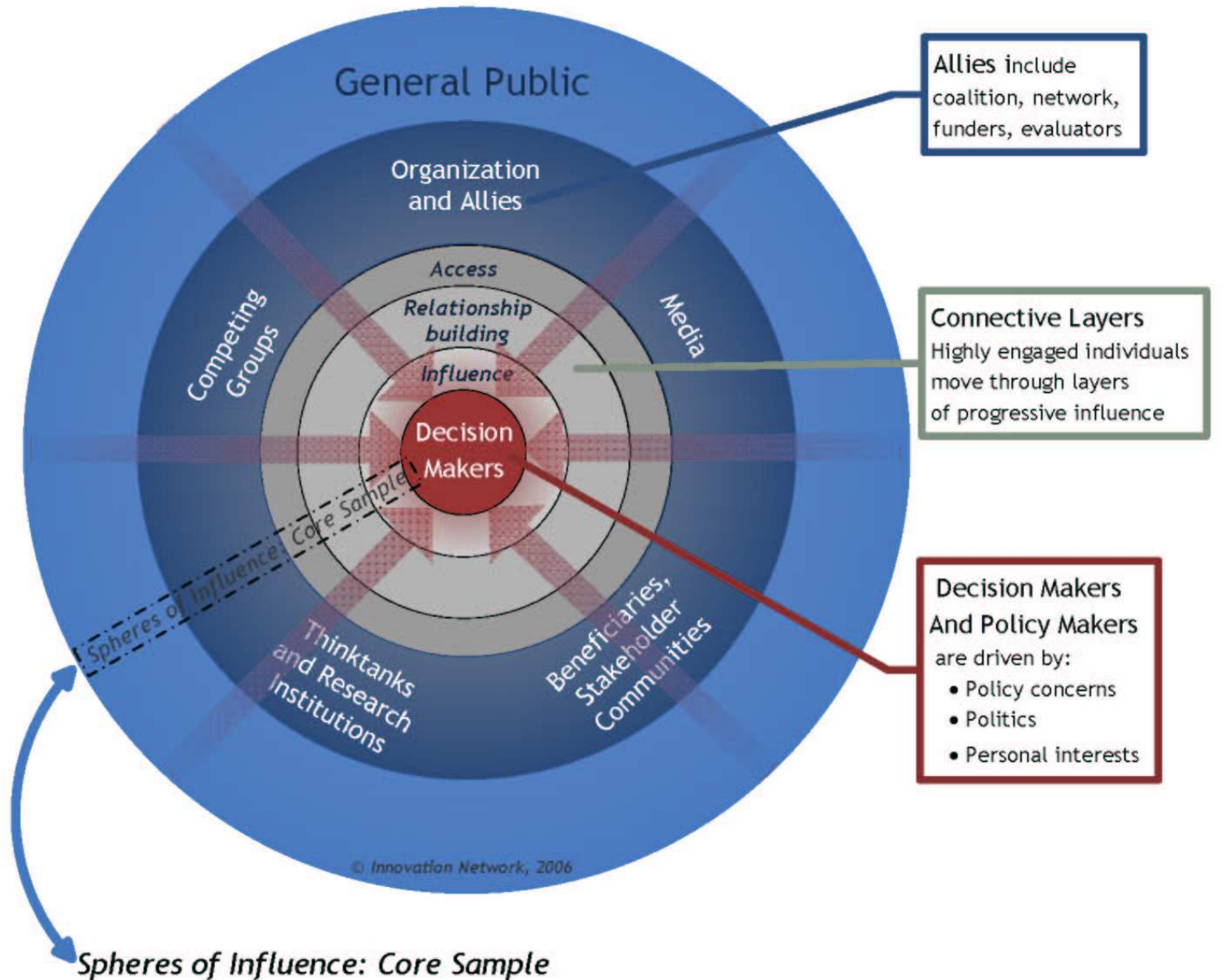


Advocacy: Navigating Spheres of Influence



This diagram is intended to stimulate strategy discussions by advocates engaged in planning advocacy and public policy campaigns. It is also intended to be used for evaluative purposes. Once you articulate the strategies and steps involved in executing those strategies, it becomes easier to develop benchmarks for assessing the effectiveness of those strategies in an evolving advocacy environment.

Who are the key players?

- **Who are the decision makers at the central focus of your campaign?**

Decision makers or policymakers – are located in the center of the target because they represent the organizations and institutions in positions of power to change – or maintain – the legal and economic status quo.

- **Who are the stakeholder communities?**

Stakeholder communities are the people and their environments that are adversely impacted by the legal and economic status quo. They are the intended beneficiaries of the changes the campaign is intended to bring about.

- **Who are the agents of change?**

The agents of change are advocates and groups that use different strategies to interact with key players (including beneficiaries and stakeholder communities, media, competing organizations/groups, business/industry, think tanks and research organizations, and the general public). Advocates engage and mobilize key players in order to promote their agenda, issue or policy option with the hopes of reaching and engaging those who are in the position to make decisions.

- **Who are the target audiences of *your campaign* (“targets”)?**

The players surrounding any advocacy issue are typically numerous and broad. It is important to narrow the playing field to those target audiences that you have the capacity to reach and those activities that fall within your group’s mission or your network’s agenda. These audiences are your targets.

How can your targets influence the decision makers?

- **Understand the drivers** influencing the decision makers and campaign targets, e.g. policy agenda, politics, personal interests.
- **Locate your targets** within the “spheres of influence”/ concentric circles surrounding decision makers.
- **Identify goals** for moving your targets through increasing levels of engagement: awareness, supporter, champion.
- **Define realistic expectations** for affecting change in the short-term, intermediate and long-term – your campaign’s success in accessing its targets, building relationships with targets, and influencing targets.