Module 5: Budget Advocacy (Part II)
Opportunity and Stakeholder Mapping
Recap of Module 5, Part I

In Module 5 - Part I you:

- Learned the key elements of an advocacy strategy
- Practiced developing a budget advocacy objective
- Examined the link between advocacy and research
- Defined a development problem
- Linked the development problem to a budget advocacy objective
- Examined key questions to guide the research supporting budget advocacy
By the end of the next two sessions, you will have:

- Conducted a **SWOT** analysis related to budget advocacy
- Generated a stakeholder analysis and mapping
- Identified the powerbrokers in the budget process
- Completed a power map and an opportunity schedule
SWOT Analysis

• **Strengths**: internal attributes of your organization that are helpful to achieving the budget advocacy objective

• **Weaknesses**: internal attributes of the organization that are harmful to achieving the objective

• **Opportunities**: external conditions that are helpful to achieving the objective

• **Threats**: external conditions which could hinder achieving the objective
Task 5.6: SWOT Analysis

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weaknesses</td>
<td>Threats</td>
</tr>
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</table>

**INTERNAL FACTORS**

**EXTERNAL FACTORS**
Power Brokers in the Budget Process

- Ministry of Finance
- Politicians
- Donors and International Financial Institutions (IFIs)
- Legislature
- The private sector
Among the Power Brokers

Allies
• Support your work and are able to advocate for you from within

Soft Supporters
• On your side, but could help more
• May not be able to support you openly

Fence Sitters
• Undecided about your strategic objective and whether they support it

Opponents
• Often those who stand to lose when you win
Tips for Engaging with Powerful Stakeholders

- Develop and maintain long-term relationships
- Invite them to join a reference group for one of your projects
- Ask your well-connected board members to help
- Connect with politicians through their constituencies
- Carry out regular meetings and visits
- Maintain relationships after projects with government
- Host meetings (public or closed) to bridge the divide between civil society and government
- Invite them to present at your training events
Stakeholder Analysis

Stakeholders can be classified into two main categories:

- The **primary audience**: Persons in a position of responsibility who have the capacity to make our desired change happen.

- The **secondary audience**: Those who can influence or put pressure on the primary audience.
Stakeholder Analysis

We need to know:

- Who our primary and secondary audiences are (as detailed as possible)
- What they want and what they actively oppose (i.e., who are allies, soft supporters, fence sitters, opposition)
- What power they have to affect our objective
- Opportunities that exist for collaboration – or risks of conflict – among them
Power Mapping

- Main objective is to assess the balance of power between different stakeholders
- Helps in defining strategies to:
  - Build connections and coalitions between those who support our goals
  - Identify uninvolved stakeholders who can be mobilized for our cause
  - Neutralize or win over those who oppose our advocacy objective and the policy change it seeks to trigger
Power Mapping: Relationship Diagram

- Size shows relative power
- Distance depicts relationships

IN FAVOR

AGAINST

Neutral/Unmobilized
### Power Mapping Matrix

<table>
<thead>
<tr>
<th>High support</th>
<th>Medium support</th>
<th>Low support</th>
<th>Unmobilized</th>
<th>Low opposition</th>
<th>Medium opposition</th>
<th>High opposition</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIV/AIDS program</td>
<td>Ministry of Health</td>
<td>Institute for Access to Information</td>
<td>Budget Committee</td>
<td>Conservative Party</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSOs of PLWHIV</td>
<td>Gender Committee</td>
<td></td>
<td>Health Committee</td>
<td></td>
<td>Ministry of Finance</td>
<td></td>
</tr>
</tbody>
</table>


**Helps us to define:**
- Degrees of support and opposition
- Degrees of power (intensity of colors)
- Shifts in alignments and positions (arrows)
Opportunity Schedule

• International days (e.g., International Women’s Day)
• National events
• Public holidays (e.g., Labor Day)
• International conferences hosted by your country or where your country will participate
Opportunity Mapping

• Be prepared when the right moment to act arrives
• Be aware of the political environment and budget cycle, so as to be two steps ahead!
• Take advantage of special dates
• Use every opportunity you have to highlight your advocacy objective