

**2.2.15 & 2.2.16 Do you have prior experience in conducting target audience analysis as well as event based digital impact assessment and other useful monitoring and evaluation measures?
Please confirm yes, or no.**

General.

1. Yes. InCoStrat personnel have prior and current experience in conducting target audience analysis (TAA) as well as event based digital impact assessment and other useful monitoring and evaluation measures. We specialize particularly in TAA and research in challenging environments and are probably **the leading provider of primary fieldwork-based TAA on Syria to the U.S. government.** Notably, in the past 12 months alone we have provided TAA studies covering over 30 cities in over 10 governorates.

2. A variety of target audiences (TAs) have been the focus of these studies. Some have been geographical in nature (location based) while others have focused on ideology (e.g. pro-regime supporters among the Alawite community, sectors of the regime's armed forces, communities affected by violent Salafist groups such as Jabhat Al Nusra (JN) and ISIS). Yet others have focused on segmentation across a range of standard demographic variables including socio-economic level, gender, age, sectarian affiliation etc.

InCoStrat partner Alexis Everington has led over 20 research projects for UK and US governments in Syria and many other countries in the MENA region. He is highly respected for the depth of his research and the networks he holds inside Syria – his work has recently reached Presidential level in the US.

Supporting Evidence.

3. Outside of Syria, we have completed, in the past 36 months, TAA contracts for UK and US clients across the MENA region, notably: Libya (twice), Jordan, Iran, and Yemen (twice). Each one of these studies has involved the careful segmentation and study of TAs across multiple locations in each country deemed critical in achieving important US and UK government objectives. Themes have **ranged from CVE to studies in foreign intervention** and the viability of domestic governments.

4. More widely, InCoStrat personnel have worked on TAA projects since 2005 in countries across the globe including (but excluding those already mentioned): Mexico (twice), Nigeria, South Sudan, Morocco, Egypt, Lebanon (twice), KSA, India, Nepal, Pakistan (three times), Afghanistan (three times), Cambodia (twice), Malaysia, Indonesia. Former government clients have included nearly all of the Combatant Commands at US DoD, JIEDDO, USAID, DoS, FCO, Home Office, Royal Navy, Singapore MINDEF, NATO and others.

5. Members of the InCoStrat team have helped train governments in Strategic Communication and TAA, notably: the NATO School in Oberammergau, Singapore MINDEF, the Danish Armed Forces, The Libyan government, the Libyan National Transitional Council (not least through the NGO it set up in Tripoli in 2012 for this very purpose) and a host of international and local CSOs.

6. All of the TAA studies undertaken by InCoStrat members have resulted in the provision of in-depth reports and presentations to clients that address four primary requirements:

- a. To provide actionable and relevant recommendations, using TAA findings, on how to achieve attitudinal and/or behavioural change within specific TAs.
- b. To understand the 'push' factors that drive TAs towards undesirable attitudes and/or behaviours, and the 'pull' factors that can be used as barriers to prevent TAs from the same movement.
- c. To provide insight into the channels (both formal and informal), sources, messages, events and narratives that impact most on these 'push' and 'pull' factors.
- d. To create and populate Measurement of Effect (MoE) frameworks for Clients so that once recommendations are implemented, it is possible to conduct further rounds of primary research to assess the degree to which implementations have successfully addressed project objectives.

7. Our approach to TAA is based on a combination of:

- a. Unique insight from the ground through carefully trained research, analysis and management teams with unparalleled experience in TAA.
 - b. The application of scientific attitudinal and behavioural theory to help contextualize and understand the psychological, anthropological and sociological characteristics of TAs as well as more standard variables such as historical and current values and beliefs.
8. Our TAA reports have been extremely well received by clients:
- a. **One of the most recent reports on Syria reached US presidential level.**
 - b. A report on Jordan **was cited by the client as its new 'playbook' for the country.**
 - c. InCoStrat partners have conducted MoE of programmes in Ukraine, whereby standard bi-weekly reporting was delivered to help the client achieve significant cost savings in its media products.
9. **TAA meets stratcoms.** TAA is of the utmost importance in understanding the subtleties and nuances in a TA when it comes to communicating with the given TA strategically:
- a. We conducted formal and informal interviews with a number of former **and current regime officers** in order to understand their respective motives for defecting and not defecting from the regime.
 - b. Such research enabled us to understand the 'push' and 'pull' factors needed to encourage others to defect, and more importantly, what messaging needs to be employed to engage with the various strata within this TA.
 - c. This TAA research will now allow us to do carry out contextualized communications at specific TAs, which **the our partner's client is keen for us to deliver through innovative methods.**