

# Spectrum of Allies Measure of Change Worksheet



New Tactics  
in Human Rights

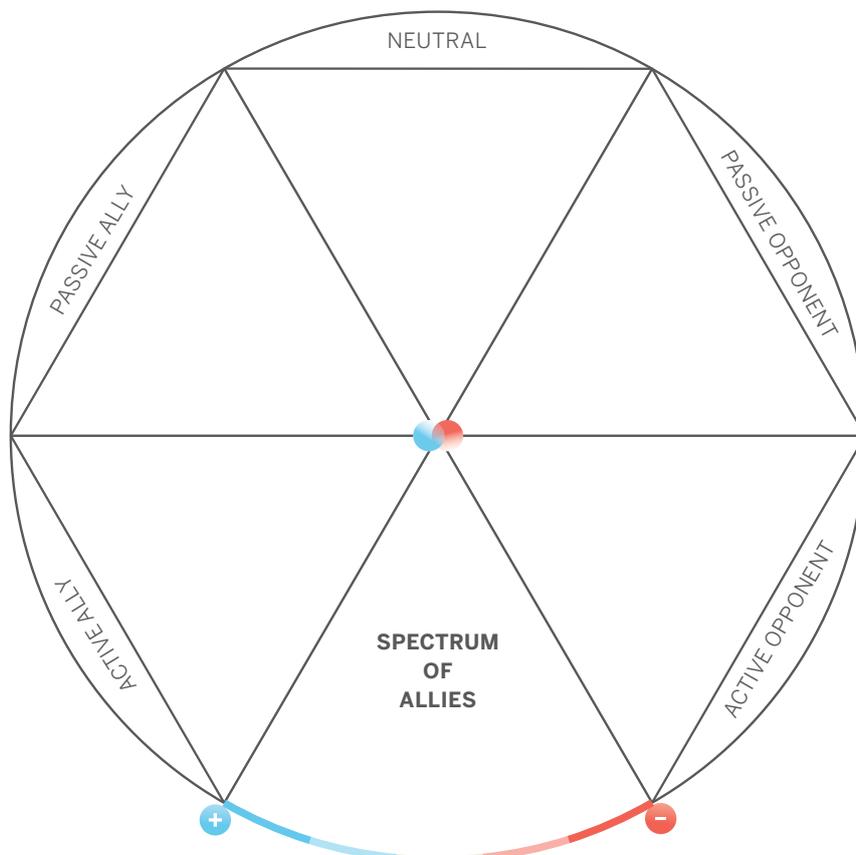
[www.cvt.org](http://www.cvt.org)

# Spectrum of Allies Measure of Change Worksheet

The Spectrum of Allies is a tool to help you organize people and organizations in relation to your issue and campaign. Advocacy initiatives often focus on one or more Targets for their advocacy work. A **Target** is the person that the Campaign is intended to affect.

In several campaigns, the goal of an advocacy initiative is to move a Target closer to the campaign's own position and actions. Social change is often made possible by the movement of people away from active opposition of a campaign, and towards active participation in a campaign. Even if additional changes have not yet happened on your campaign issue (such as a policy change or implementation), your advocacy campaign could have achieved substantial outcomes in moving people towards greater support of, or less opposition to, your cause.

## Spectrum of Allies



<sup>1</sup>The original "Spectrum of Allies" tool comes from Martin Oppenheimer and George Lakey, *A Manual for Direct Action*, Quadrangle Books, 1965 and can be found on Training for Change ([www.trainingforchange.org](http://www.trainingforchange.org)).

## Spectrum of Allies Measure of Change Worksheet

The purpose of the “Spectrum of Allies Measure of Change” is to assess changes in the position of advocacy Targets at the start, throughout, and at the end of your campaign. This tool is designed to help you document that position-change systematically, to link your campaign activities to those changes, and develop strategies based on those learnings.

This tool is designed to track a single Target over time. If you are tracking more than one Target, we recommend using a separate worksheet for each Target being tracked.

This worksheet is a stand-alone tool, but is significantly enhanced by additional [Advocacy Evaluation Methodology Materials](#) and broader materials on the [Spectrum of Allies](#).

This tool can also be used in coordination with [New Tactics’ Online Tactical Mapping Tool](#).

To use this worksheet, please proceed as a group of campaign members through all four phases included in the following pages. At the end of the worksheet, example completed worksheets are included for your reference.

# PHASE ONE: Initial Target Placement

In this phase, you should think about where your Target is on a Spectrum of Allies, **based on what your campaign already knows about the Target**, and mark it on the Spectrum of Allies diagram below.

Inside the boxes on this page is some guidance on how to categorize your target on the Spectrum of Allies at the “Initial Target Placement stage.” In the next phase, you will gather evidence in order to make your placement more accurate.

**Active Allies:** You believe you can already count on the Target to help you.

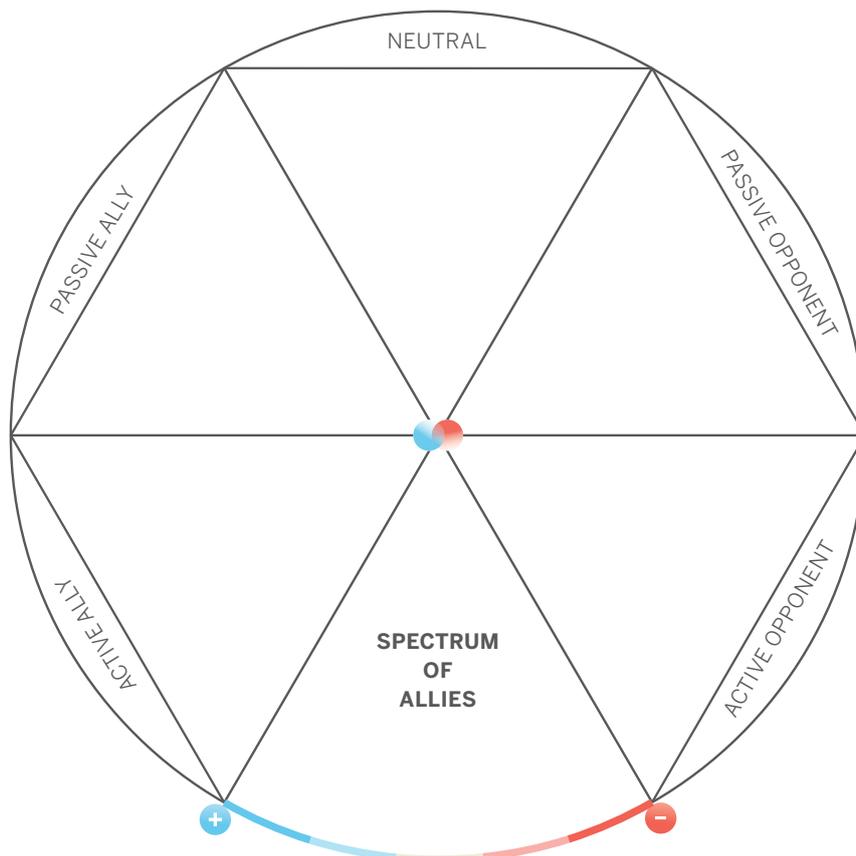
**Passive Allies:** You believe that the Target has the same or similar interest, investment or need to solve the problem as you do; and that they may be close to agreeing with you about the vision guiding your advocacy initiative.

**Neutral:** You believe that the Target does not know about the problem your advocacy initiative addresses; does not know about your campaign and your work; or has no particular investment in the problem.

**Passive Opponents:** You believe that the Target has some interests that are opposed to the vision guiding your advocacy initiative, or that they may have relationships with people who are actively opposed to your advocacy initiative.

**Active Opponents:** You believe that this Target has an investment in opposing your advocacy initiative or recommendations for addressing the problem.

**Target:** \_\_\_\_\_



## PHASE TWO: Assumption Testing

Once you place the Target where you believe they are on the Spectrum of Allies, you will now challenge those assumptions and use evidence to place your Target in an increasingly accurate location. This will help you find out more about your advocacy Target and your campaign's sources of knowledge.

**Active Allies:** You believe you can already count on the Target to help you.

**Passive Allies:** You believe that the Target has the same or similar interest, investment or need to solve the problem as you do; and that they may be close to agreeing with you about the vision guiding your advocacy initiative.

**Neutral:** You believe that the Target does not know about the problem your advocacy initiative addresses; does not know about your campaign and your work; or has no particular investment in the problem.

**Passive Opponents:** You believe that the Target has some interests that are opposed to the vision guiding your advocacy initiative, or that they may have relationships with people who are actively opposed to your advocacy initiative.

**Active Opponents:** You believe that this Target has an investment in opposing your advocacy initiative or recommendations for addressing the problem.

**First**, plan how you will find out where your Target actually is on the Spectrum of Allies and record your plan below. Consider the following types of evidence:

- Newspapers
- Social Media
- Mutual connections
- Direct contact with the Target (only if it will not harm your advocacy initiative, see **Advocacy Evaluation and the Principle of “Do no harm”**)

**We will take the following steps** to find out where our Target is on the Spectrum of Allies:

1- \_\_\_\_\_

2- \_\_\_\_\_

3- \_\_\_\_\_

## PHASE TWO: Assumption Testing

We will assess our Target's position on the Spectrum of Allies using the criteria below:

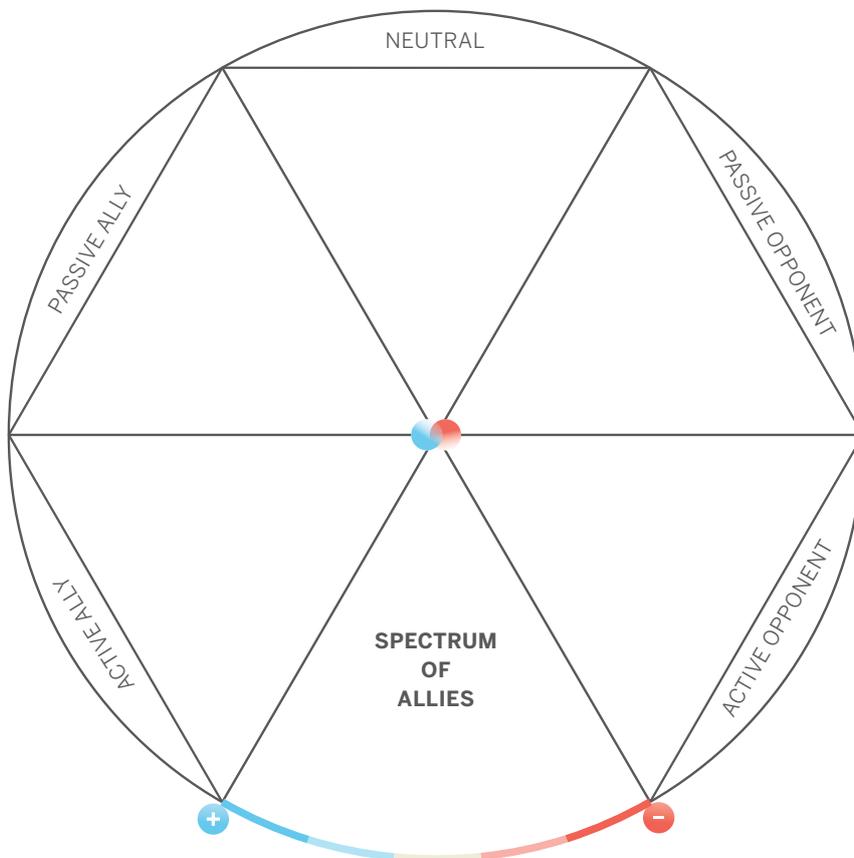
We will know our Target is a(n)...	If....
Active Ally	
Passive Ally	
Neutral	
Passive Opponent	
Active Opponent	

**Second,** gather the information according to your plan and record it below

Step	Evidence	Evidence points to which segment of Spectrum of Allies

## PHASE TWO: Assumption Testing

**Third**, based on your evidence, place the Target and date in the updated segment of the spectrum (use the blank Spectrum of Allies below). It is possible that your Target stayed in the same spectrum segment, or that it moved to a different segment, depending on the evidence you collected. This Spectrum, after assumption testing, is your **“Baseline Spectrum of Allies”** and represents your starting place as you attempt to move your Target left on the Spectrum.



## PHASE TWO: Assumption Testing

**Fourth**, document why any targets were moved, and what you learned from this process below.

<b>If moved, why:</b>	
<b>Learnings:</b>	

**Fifth**, use this information to consider any revisions to your campaign's planned actions.

<b>Revisions needed:</b>	
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## PHASE THREE: Track Tactical Actions

After you create your Baseline Spectrum of Allies, take action and track your tactical action for each Target. A table below is included for your convenience; you can also use the [New Tactics Online Tactical Mapping Tool](#). Also see the [Selecting Outcomes and Success Markers Worksheet](#) to define additional outcomes to track for your campaign's evaluation of tactics.

### Tactical actions usually fall into one of four areas:

- Internal Capacity Building
- Research
- Mobilization
- Engaging Decision Makers

Date	Tactical Action	Reflections

## PHASE FOUR: Assess and Document Change

At regular intervals during your campaign and / or at the end of your campaign, you can assess how your tactical actions have impacted your Target's position on your Spectrum of Allies.

**First**, plan how you will find out where your Target is on the Spectrum of Allies at this point. If possible, use the same plan you used to validate your baseline Spectrum. If you need to change your plan, create a new plan (and record below) using the following types of evidence:

- Newspapers
- Social Media
- Mutual connections
- Direct contact with the Target (only if it will not harm your advocacy initiative)

**We will take the following steps** to find out where our Target is on the Spectrum of Allies:

- 1- \_\_\_\_\_
- 2- \_\_\_\_\_
- 3- \_\_\_\_\_

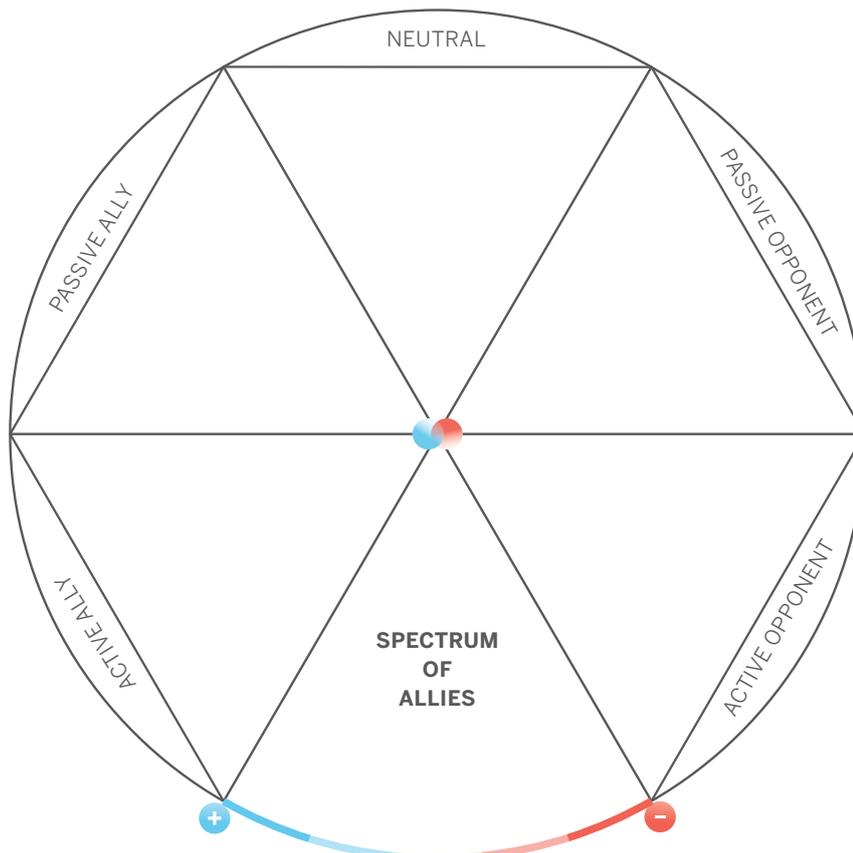
We will know our Target is a(n)...	If....
Active Ally	
Passive Ally	
Neutral	
Passive Opponent	
Active Opponent	

## PHASE FOUR: Assess and Document Change

**Second,** gather the information according to your plan and record it below

Step	Evidence	Evidence points to which segment of Spectrum of Allies

**Third,** based on your evidence, place the Target and date in the updated segment of the spectrum (use the blank Spectrum of Allies below). This Spectrum, after you have taken action, is your “**After-Action Spectrum of Allies**” and represents your progress as you attempt to move your Target left on the Spectrum.



## PHASE FOUR: Assess and Document Change

**Fourth**, document explanations for why the Target moved, and what you learned from this process, in one of the tables below. See the [Debrief Guide](#) for questions to guide your campaign in determining your explanation for change.

<p><b>Target:</b></p> <p><b>Current Position:</b> _____ <b>Date:</b> _____</p> <p><b>Previous Position:</b> _____ <b>Date:</b> _____</p>		
<p><b>What change did you observe in your target's position? (mark one)</b></p> <p> <input type="checkbox"/> <b>Positive Change</b>                                          <input type="checkbox"/> <b>No Change<sup>2</sup></b>                                          <input type="checkbox"/> <b>Negative Change</b> </p>		
<p>Activist Explanation for change or no change</p>	<p>Target explanation for change or no change (if appropriate)</p>	<p>Lessons Learned</p>

<sup>2</sup> "No Change" here just means that the Target did not move to another segment on the Spectrum. However, this is sometimes a positive result. Keeping an Active ally active, or keeping a Passive Opponent passive are sometimes successes in themselves. If this applies to your Target, record that in the table below. Also, if an Active Ally is MORE or LESS Active, or an Active Opponent is MORE or LESS Active, also explain those small changes in the table below.

# Example 1 Completed Spectrum of Allies Measure of Change Worksheet

## PHASE ONE: Initial Target Placement

In this phase, you should think about where your Target is on a Spectrum of Allies, **based on what your campaign already knows about the Target**, and mark it on the Spectrum of Allies diagram below.

Inside the boxes on this page is some guidance on how to categorize your target on the Spectrum of Allies at the “Initial Target Placement stage.” In the next phase, you will gather evidence in order to make your placement more accurate.

**Active Allies:** You believe you can already count on the Target to help you.

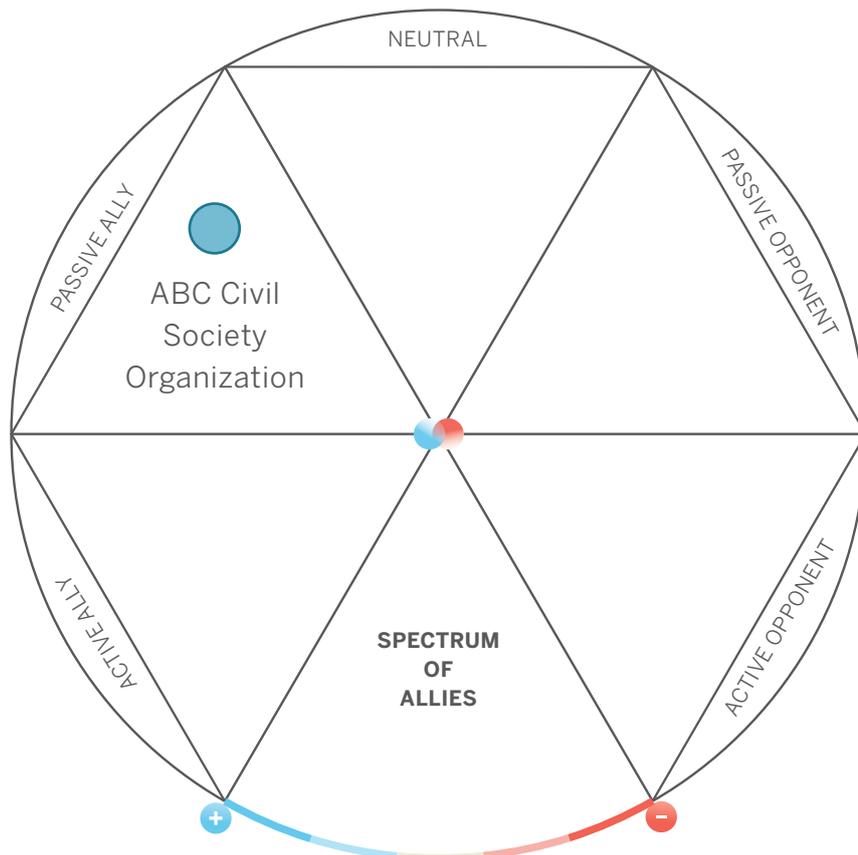
**Passive Allies:** You believe that the Target has the same or similar interest, investment or need to solve the problem as you do; and that they may be close to agreeing with you about the vision guiding your advocacy initiative.

**Neutral:** You believe that the Target does not know about the problem your advocacy initiative addresses; does not know about your campaign and your work; or has no particular investment in the problem.

**Passive Opponents:** You believe that the Target has some interests that are opposed to the vision guiding your advocacy initiative, or that they may have relationships with people who are actively opposed to your advocacy initiative.

**Active Opponents:** You believe that this Target has an investment in opposing your advocacy initiative or recommendations for addressing the problem.

### Target: ABC Civil Society Organization



## PHASE TWO: Assumption Testing

Once you place the Target where you believe they are on the Spectrum of Allies, you will now challenge those assumptions and use evidence to place your Target in an increasingly accurate location. This will help you find out more about your advocacy Target and your campaign's sources of knowledge.

**Active Allies:** You believe you can already count on the Target to help you.

**Passive Allies:** You believe that the Target has the same or similar interest, investment or need to solve the problem as you do; and that they may be close to agreeing with you about the vision guiding your advocacy initiative.

**Neutral:** You believe that the Target does not know about the problem your advocacy initiative addresses; does not know about your campaign and your work; or has no particular investment in the problem.

**Passive Opponents:** You believe that the Target has some interests that are opposed to the vision guiding your advocacy initiative, or that they may have relationships with people who are actively opposed to your advocacy initiative.

**Active Opponents:** You believe that this Target has an investment in opposing your advocacy initiative or recommendations for addressing the problem.

**First**, plan how you will find out where your Target actually is on the Spectrum of Allies and record your plan below. Consider the following types of evidence:

- Newspapers
- Social Media
- Mutual connections
- Direct contact with the Target (only if it will not harm your advocacy initiative, see **Advocacy Evaluation and the Principle of “Do no harm”**)

**We will take the following steps** to find out where our Target is on the Spectrum of Allies:

1. Social Media scan – search for ABC Civil Society Org. presence on social media. Scan for any postings about ABC's position, or actions they have taken on our issue.
2. Find mutual connections with ABC from social media scan, ask the mutual connections about ABC's position and actions on our issue.
3. (If meeting with ABC does not present a risk to our campaign or campaign members) Use our mutual connections (from social media scan, or other connections) to arrange a face-to-face meeting with ABC representatives. At this meeting, ask ABC representatives about their position on our issue. If they are in support of our position, ask them about their interest in taking action with us.

## PHASE TWO: Assumption Testing

We will assess our Target's position on the Spectrum of Allies using the criteria below:

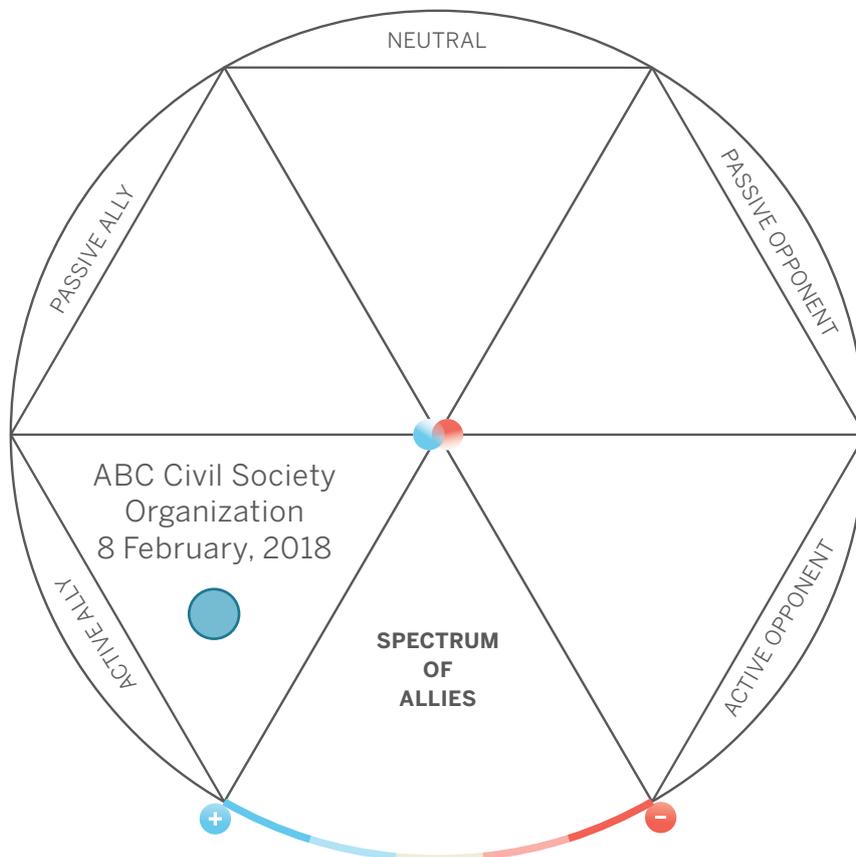
We will know our Target is a(n)...	If....
<b>Active Ally</b>	We know that ABC is currently working with us, or willing to work with us on this issue.
<b>Passive Ally</b>	We know that ABC has taken a similar position on this issue, but is not working with us, or is not willing to work with us.
<b>Neutral</b>	We know that ABC has not taken a position or any action on this issue.
<b>Passive Opponent</b>	We know that ABC has taken a position counter to our current position on this issue in the past, but they are not currently taking a public position against us.
<b>Active Opponent</b>	We know that ABC is currently taking a public position or action counter to our campaign.

**Second,** gather the information according to your plan and record it below

Step	Evidence	Evidence points to which segment of Spectrum of Allies
<b>1.</b> Social media scan	This organization has posted in support of our campaign's position three times in the last three months.	Active Ally
<b>2.</b> Ask mutual connections	We found mutual connections through social media scan, these connections say that ABC supports our position.	Passive or Active Ally
<b>3.</b> Face to face meeting	In a face to face meeting with ABC, a representative noted that they agree with our position, and intend to keep posting in support of it.	Active Ally

## PHASE TWO: Assumption Testing

**Third**, based on your evidence, place the Target and date in the updated segment of the spectrum (use the blank Spectrum of Allies below). It is possible that your Target stayed in the same spectrum segment, or that it moved to a different segment, depending on the evidence you collected. This Spectrum, after assumption testing, is your “Baseline Spectrum of Allies” and represents your starting place as you attempt to move your Target left on the Spectrum.



## PHASE TWO: Assumption Testing

**Fourth**, document why any targets were moved, and what you learned from this process below.

<b>If moved, why:</b>	Evidence that ABC has posted in support of our position in the last three months and agreed to continue to do so.
<b>Learnings:</b>	<ul style="list-style-type: none"><li>• This validation exercise was a good step in developing a relationship</li><li>• Nancy was a helpful mutual connection, who helped us move closer to a collaboration with ABC</li></ul>

**Fifth**, use this information to consider any revisions to your campaign's planned actions.

<b>Revisions needed:</b>	We will ask ABC to join us in our planned tactical actions, to further engage them and keep them engaged as an active ally.
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## PHASE THREE: Track Tactical Actions

After you create your Baseline Spectrum of Allies, take action and track your tactical action for each Target. A table below is included for your convenience; you can also use the [New Tactics Online Tactical Mapping Tool](#). Also see the [Selecting Outcomes and Success Markers Worksheet](#) to define additional outcomes to track for your campaign's evaluation of tactics.

### Tactical actions usually fall into one of four areas:

- Internal Capacity Building
- Research
- Mobilization
- Engaging Decision Makers

Date	Tactical Action	Reflections
10 March, 2018	Mobilization: asked ABC to continue their posts in support of our position	ABC was enthusiastic about continuing to support us in this way.
29 April, 2018	Mobilization: asked ABC to attend our community event	ABC attended this event, their presence was seen as valuable by our campaign, and our campaign's relationship with ABC appeared to be strengthened.
10 June, 2018	Mobilization: asked ABC to meet with decision makers about this issue, along with our campaign.	ABC declined to meet decision makers with us.

## PHASE FOUR: Assess and Document Change

At regular intervals during your campaign and / or at the end of your campaign, you can assess how your tactical actions have impacted your Target's position on your Spectrum of Allies.

**First**, plan how you will find out where your Target is on the Spectrum of Allies at this point. If possible, use the same plan you used to validate your baseline Spectrum. If you need to change your plan, create a new plan (and record below) using the following types of evidence:

- Newspapers
- Social Media
- Mutual connections
- Direct contact with the Target (only if it will not harm your advocacy initiative)

**We will take the following steps** to find out where our Target is on the Spectrum of Allies:

1. Social Media scan – search for postings from ABC Civil Society Org. on social media.
2. Arrange a face-to-face meeting with ABC representatives. At this meeting, ask ABC representatives about their position on our issue. If they are in support of our position, ask them about their interest in taking action with us.
3. \_\_\_\_\_

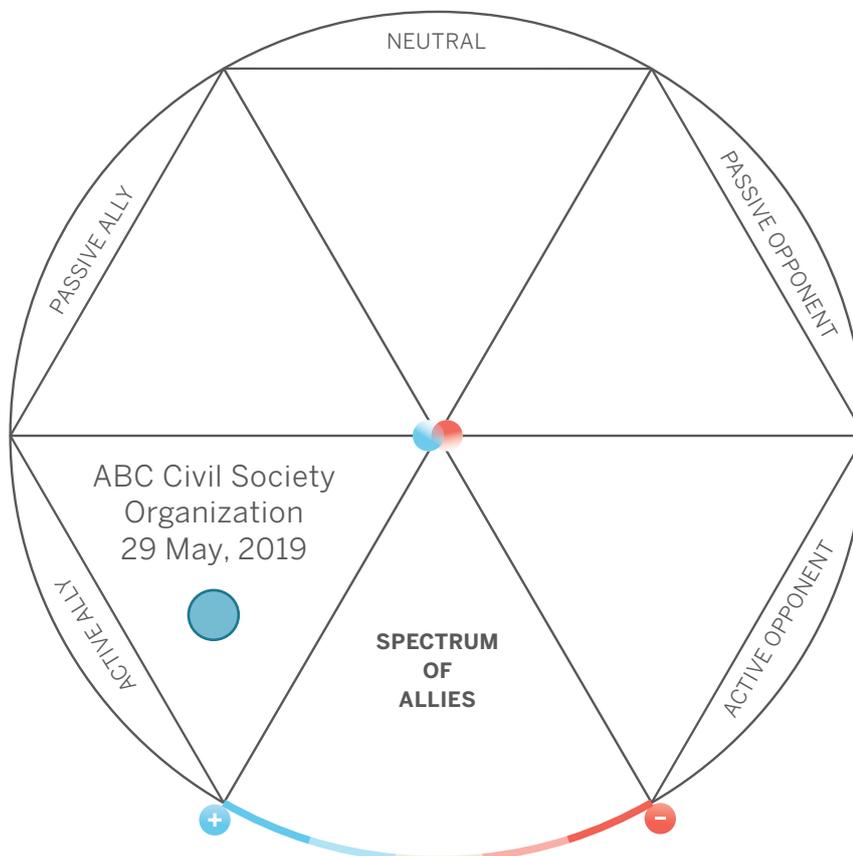
We will know our Target is a(n)...	If....
<b>Active Ally</b>	ABC has posted at least two times in the last three months in support of our campaign's position, or taken some other action in support of our campaign.
<b>Passive Ally</b>	ABC agrees with our campaign's position, but has not joined a campaign action.
<b>Neutral</b>	ABC has stated that they have no current position on our campaign issue.
<b>Passive Opponent</b>	ABC has most recently taken a position counter to ours on our campaign issue, but has not publicly taken action on that position.
<b>Active Opponent</b>	ABC has taken a public position against our campaign's position (including any posts on social media).

## PHASE FOUR: Assess and Document Change

**Second,** gather the information according to your plan and record it below

Step	Evidence	Evidence points to which segment of Spectrum of Allies
1. Social media scan	ABC has posted on social media five times in the last three months in support of our position.	Active Ally
2. Face to face meeting	ABC stated that they are in support of our position and want to keep posting on social media in support, but are not yet ready to meet with decision makers.	Passive or Active Ally

**Third,** based on your evidence, place the Target and date in the updated segment of the spectrum (use the blank Spectrum of Allies below). This Spectrum, after you have taken action, is your **“After-Action Spectrum of Allies”** and represents your progress as you attempt to move your Target left on the Spectrum.



## PHASE FOUR: Assess and Document Change

**Fourth**, document explanations for why the Target moved, and what you learned from this process, in one of the tables below. See the **Debrief Guide** for questions to guide your campaign in determining your explanation for change.

<p><b>Target:</b> <b>Current Position:</b> <u>Active Ally</u> <b>Date:</b> <u>29 May, 2019</u></p> <p><b>Previous Position:</b> <u>Active Ally</u> <b>Date:</b> <u>8 February, 2018</u></p>		
<p><b>What change did you observe in your target's position? (mark one)</b></p> <p> <input type="checkbox"/> <b>Positive Change</b>                                  <input checked="" type="checkbox"/> <b>No Change<sup>3</sup></b>                                  <input type="checkbox"/> <b>Negative Change</b> </p>		
<p>Activist Explanation for change or no change</p>	<p>Target explanation for change or no change (if appropriate)</p>	<p>Lessons Learned</p>
<p>We took slow steps to build a strong relationship with ABC. This has allowed them to continue to post without feeling undue pressure, and allowed us to keep them as an Active Ally.</p>	<p>The organization does not have the resources to put into more intensive mobilization, but supports our work and is able to continue to take action using their social media presence and attend events occasionally.</p>	<p>Active Ally is the best position for a Target to be on the Spectrum, no change is the best outcome. Our tactics to build a stronger relationship resulted in our ability to engage ABC beyond its social media support to their actual attendance at some of our events. Our campaign sees this as a positive change. More development of the relationship with ABC is needed before they will be able and willing to join us in more intensive actions, such as joining us to meet with decision makers.</p>

<sup>3</sup> "No Change" here just means that the Target did not move to another segment on the Spectrum. However, this is sometimes a positive result. Keeping an Active ally active, or keeping a Passive Opponent passive are sometimes successes in themselves. If this applies to your Target, record that in the table below. Also, if an Active Ally is MORE or LESS Active, or an Active Opponent is MORE or LESS Active, also explain those small changes in the table below.

## Example 2 Completed Spectrum of Allies Measure of Change Worksheet

### PHASE ONE: Initial Target Placement

In this phase, you should think about where your Target is on a Spectrum of Allies, **based on what your campaign already knows about the Target**, and mark it on the Spectrum of Allies diagram below.

Inside the boxes on this page is some guidance on how to categorize your target on the Spectrum of Allies at the “Initial Target Placement stage.” In the next phase, you will gather evidence in order to make your placement more accurate.

**Active Allies:** You believe you can already count on the Target to help you.

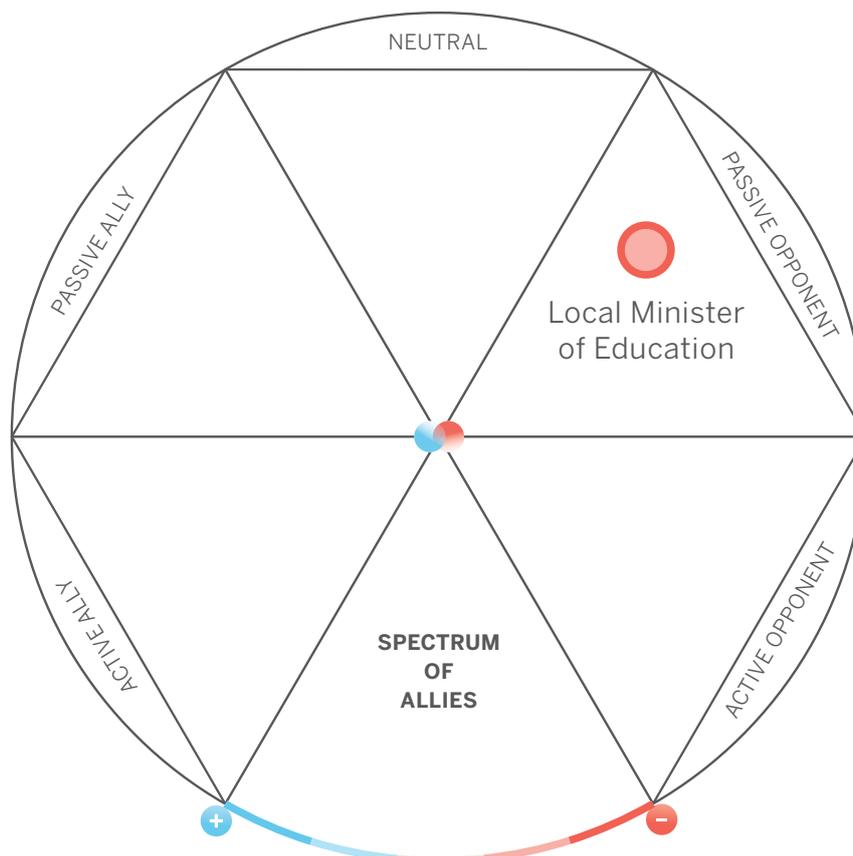
**Passive Allies:** You believe that the Target has the same or similar interest, investment or need to solve the problem as you do; and that they may be close to agreeing with you about the vision guiding your advocacy initiative.

**Neutral:** You believe that the Target does not know about the problem your advocacy initiative addresses; does not know about your campaign and your work; or has no particular investment in the problem.

**Passive Opponents:** You believe that the Target has some interests that are opposed to the vision guiding your advocacy initiative, or that they may have relationships with people who are actively opposed to your advocacy initiative.

**Active Opponents:** You believe that this Target has an investment in opposing your advocacy initiative or recommendations for addressing the problem.

**Target:**  
**Local Minister of Education**



## PHASE TWO: Assumption Testing

Once you place the Target where you believe they are on the Spectrum of Allies, you will now challenge those assumptions and use evidence to place your Target in an increasingly accurate location. This will help you find out more about your advocacy Target and your campaign's sources of knowledge.

**Active Allies:** You believe you can already count on the Target to help you.

**Passive Allies:** You believe that the Target has the same or similar interest, investment or need to solve the problem as you do; and that they may be close to agreeing with you about the vision guiding your advocacy initiative.

**Neutral:** You believe that the Target does not know about the problem your advocacy initiative addresses; does not know about your campaign and your work; or has no particular investment in the problem.

**Passive Opponents:** You believe that the Target has some interests that are opposed to the vision guiding your advocacy initiative, or that they may have relationships with people who are actively opposed to your advocacy initiative.

**Active Opponents:** You believe that this Target has an investment in opposing your advocacy initiative or recommendations for addressing the problem.

**First**, plan how you will find out where your Target actually is on the Spectrum of Allies and record your plan below. Consider the following types of evidence:

- Newspapers
- Social Media
- Mutual connections
- Direct contact with the Target (only if it will not harm your advocacy initiative, see **Advocacy Evaluation and the Principle of “Do no harm”**)

**We will take the following steps** to find out where our Target is on the Spectrum of Allies:

1. News and social media scan – search for any stated position or action by the Minister of Education related to our campaign issue.
2. Arrange a meeting with the Minister of Education through official government channels (If meeting with the Minister does not present a risk to our campaign or campaign members). Ask the Minister about her position (personal position and official Ministry position) on our issue and if in support, if she will make a public statement and what else she will pledge to do for our cause.
3. Ask other allied government officials about the position of the Minister of Education.

## PHASE TWO: Assumption Testing

We will assess our Target's position on the Spectrum of Allies using the criteria below:

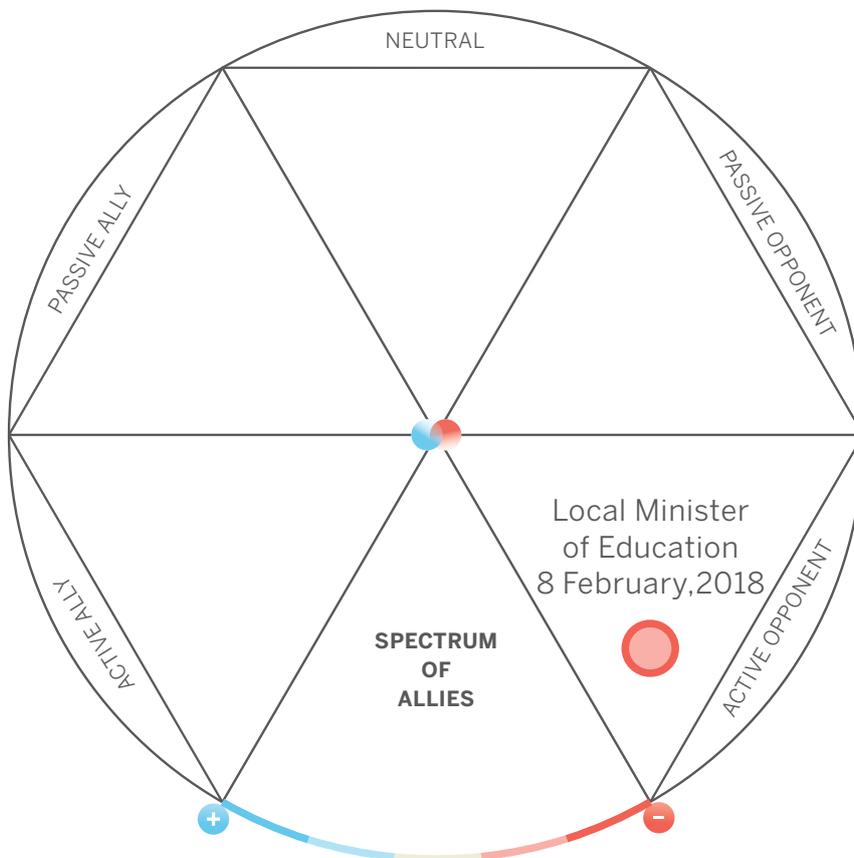
We will know our Target is a(n)...	If....
<b>Active Ally</b>	We know that the Minister of Education has (personally or due to Ministry policy) taken a public position or action with us on this issue, or is willing to work with us on this issue.
<b>Passive Ally</b>	We know that the Minister of Education has (personally or due to Ministry policy) taken a similar position on this issue, but is not working with us, or is not willing to work with us.
<b>Neutral</b>	We know that the Minister of Education has not (personally or due to Ministry policy) taken a position or any action on this issue.
<b>Passive Opponent</b>	We know that the Minister of Education has (personally or due to Ministry policy) taken a position counter to our current position on this issue in the past, but she is not currently taking a public position against us.
<b>Active Opponent</b>	We know that the Minister of Education (personally or due to Ministry policy) is currently taking a public position or action counter to our campaign.

**Second**, gather the information according to your plan and record it below

Step	Evidence	Evidence points to which segment of Spectrum of Allies
<b>1.</b> News and social media scan	The Minister of Education made a speech two months ago about her opposition to our campaign position	Active Opponent
<b>2.</b> Face to face meeting	The Minister of Education refused to schedule a meeting with our campaign	Active Opponent
<b>3.</b> Ask government officials	Government officials noted the speech made two months ago, as well as other comments from the Minister of Education that are in opposition to our position.	Active Opponent

## PHASE TWO: Assumption Testing

**Third**, based on your evidence, place the Target and date in the updated segment of the spectrum (use the blank Spectrum of Allies below). This Spectrum, after assumption testing, is your “**Baseline Spectrum of Allies**” and represents your starting place as you attempt to move your Target left on the Spectrum.



## PHASE TWO: Assumption Testing

**Fourth**, document why any targets were moved, and what you learned from this process below.

<b>If moved, why:</b>	The Minister of Education has taken a public position against our campaign position. This was done in a speech as well as in personal comments and a refusal to meet with our campaign.
<b>Learnings:</b>	We were not aware of the Minister's opposition to our campaign position. We should continue to stay updated on public figures' positions.

**Fifth**, use this information to consider any revisions to your campaign's planned actions.

<b>Revisions needed:</b>	Now that we are aware of the Minister's opposition, we will change our tactics to be less focused on engaging or mobilizing the Minister, but more on mobilizing ally support to build pressure to counter her position.
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## PHASE THREE: Track Tactical Actions

After you create your Baseline Spectrum of Allies, take action and track your tactical action for each Target. A table below is included for your convenience; you can also use the [New Tactics Online Tactical Mapping Tool](#). Also see the [Selecting Outcomes and Success Markers Worksheet](#) to define additional outcomes to track for your campaign's evaluation of tactics.

### Tactical actions usually fall into one of four areas:

- Internal Capacity Building
- Research
- Mobilization
- Engaging Decision Makers

Date	Tactical Action	Reflections
5 May to 20 May, 2018	Mobilization: Conducted protests aimed at changing policy on our issue	From this protest it was obvious that there was clear public support for our issue
10 November, 2018	Mobilization: Hosted a speaker series of prominent local figures speaking on our issue. 200 people attended.	These speakers showed that there was clear public and prominent figure support for our issue.

## PHASE FOUR: Assess and Document Change

At regular intervals during your campaign and / or at the end of your campaign, you can assess how your tactical actions have impacted your Target's position on your Spectrum of Allies.

**First**, plan how you will find out where your Target is on the Spectrum of Allies at this point. If possible, use the same plan you used to validate your baseline Spectrum. If you need to change your plan, create a new plan (and record below) using the following types of evidence:

- Newspapers
- Social Media
- Mutual connections
- Direct contact with the Target (only if it will not harm your advocacy initiative)

**We will take the following steps** to find out where our Target is on the Spectrum of Allies:

1. News and social media scan – search for any stated position or action by the Minister of Education related to our campaign issue.
2. Arrange a meeting with the Minister of Education through official government channels (If meeting with the Minister does not present a risk to our campaign or campaign members). Ask the Minister about their position on our issue.
3. Ask other allied government officials about the position of the Minister.

We will know our Target is a(n)...	If....
<b>Active Ally</b>	The Minister of Education has taken a public position (personally or due to Ministry policy) in support of our campaign's position, or is working with us on this issue
<b>Passive Ally</b>	The Minister of Education agrees with our campaign's position (personally or due to Ministry policy), but has not joined a campaign action.
<b>Neutral</b>	The Minister of Education has stated that they have no current position (personally or due to Ministry policy) on our campaign issue.
<b>Passive Opponent</b>	The Minister of Education has most recently taken a position (personally or due to Ministry policy) counter to ours on our campaign issue, but has not publicly taken action on that position.
<b>Active Opponent</b>	The Minister of Education has taken a public position (personally or due to Ministry policy) against our campaign's position (including any posts on social media).

## PHASE FOUR: Assess and Document Change

**Second,** gather the information according to your plan and record it below

Step	Evidence	Evidence points to which segment of Spectrum of Allies
1. News and social media scan	We found no speeches and no public position from the Minister of Education related to our issue in the last year	Passive Opponent, Neutral, or Passive Ally
2. Face to face meeting	Minister of Education accepted the appointment and met with us. Minister expressed that she was still personally opposed to our position but was interested in compromise.	Passive Opponent
3. Ask government officials	Other government officials could not recall a public position or speech made by the Minister of Education related to our issue, but one had heard the Minister make personal comments against our position.	Passive Opponent

**Third,** based on your evidence, place the Target and date in the updated segment of the spectrum (use the blank Spectrum of Allies below). This Spectrum, after you have taken action, is your “**After-Action Spectrum of Allies**” and represents your progress as you attempt to move your Target left on the Spectrum.



## PHASE FOUR: Assess and Document Change

**Fourth**, document explanations for why the Target moved, and what you learned from this process, in one of the tables below. See the **Debrief Guide** for questions to guide your campaign in determining your explanation for change.

<p><b>Target:</b> <b>Current Position:</b> <u>Passive Opponent</u> <b>Date:</b> <u>29 May, 2019</u></p> <p><b>Previous Position:</b> <u>Active Opponent</u> <b>Date:</b> <u>8 February, 2018</u></p>		
<p><b>What change did you observe in your target's position? (mark one)</b></p> <p> <input checked="" type="checkbox"/> <b>Positive Change</b>                                          <input type="checkbox"/> <b>No Change<sup>4</sup></b>                                          <input type="checkbox"/> <b>Negative Change</b> </p>		
<p>Activist Explanation for change or no change</p>	<p>Target explanation for change or no change (if appropriate)</p>	<p>Lessons Learned</p>
<p>We took an indirect approach of pressuring the Minister into less active engagement. We did this by mobilizing passive and active allies to tip the balance of public opinion towards our campaign's position. This made opposition to our position much more costly to our Target.</p>	<p>The Minister noted that she is still personally opposed to our position but is interested in compromise. The Target did not explain her reasons beyond that.</p>	<p>Our original approach of engaging and mobilizing the Minister would most likely have encouraged the Minister to further opposition, and been a poor use of campaign resources. We think that our tactics were effective in moving our Target, even though not directly targeting her.</p>

<sup>4</sup> "No Change" here just means that the Target did not move to another segment on the Spectrum. However, this is sometimes a positive result. Keeping an Active ally active, or keeping a Passive Opponent passive are sometimes successes in themselves. If this applies to your Target, record that in the table below. Also, if an Active Ally is MORE or LESS Active, or an Active Opponent is MORE or LESS Active, also explain those small changes in the table.

