

# Spectrum of Allies Measure of Change



**New Tactics**  
in Human Rights

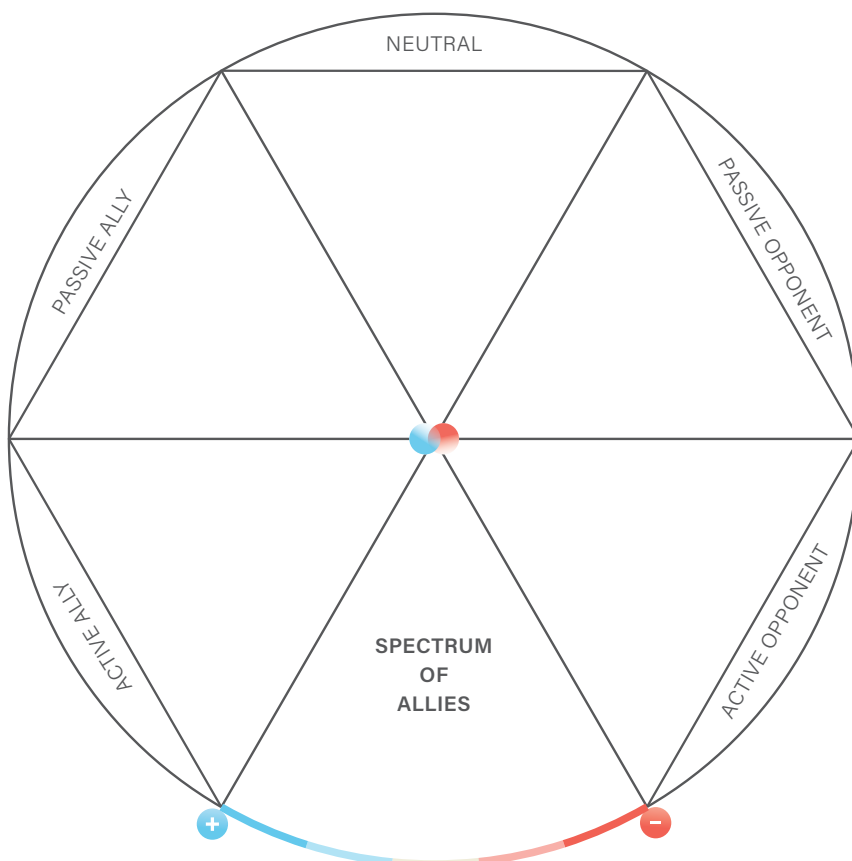
[newtactics.org](http://newtactics.org)

# Spectrum of Allies Measure of Change

## PURPOSE & DEFINITIONS

The goal of advocacy is to move a target closer to a campaign's own position and actions: towards active participation in a campaign. A **Target** is the person or organization that the Campaign is intended to affect. The **Spectrum of Allies** is a tool to help organize targets in relation to your issue and campaign. Each segment of the spectrum represents a potential position of your target. The purpose of the **Spectrum of Allies Measure of Change Worksheet** is to assess changes in the position of advocacy targets before and after tactical actions in a campaign.

## Spectrum of Allies



### Spectrum of Allies Segment Definitions

**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.

## STEP 1: Name Critical Information

A **tactic** is a specific action taken to move a target or multiple targets on the **Spectrum of Allies**.

What is the **tactical action** area?



What is the **tactical action** you are evaluating?

Who are the **targets** you are tracking on the Spectrum of Allies?

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

### **Research**

Actions in this area focus on gathering information needed for other campaign actions.

### **Internal Capacity Building**

Actions in this area focus on increasing the skills for a campaign or an organization's ability to carry out advocacy including commitment, structure, mobilization, leadership, and decision making.

### **Mobilization**

Actions in this area focus on bringing together individuals, organizations and institutions into collective effort on an issue.

### **Engaging Decision Makers**

Actions in this area involve influencing a person or group of people to make decisions that positively affect change on an issue.

## STEP 2: Gather Information and Evidence

### What information or evidence do you have or will you need?

Decide how you can confirm the target's location on the **Spectrum of Allies**.

Below are some example types of information or evidence that could help confirm where a target is on the spectrum:

- | **Direct contact with the Target** could include meetings, activities, or your current communication with the target.
- | **Mutual connections** could include family, friends, other colleagues, other organizations.
- | **Social Media connections** could include monitoring the target's social media activities or posts that draw attention to your issue.
- | **News coverage** could include articles on or by the target or opinions of the target covered by news media.
- | **Other published information** could include formal or information from published sources such as white papers, position papers, surveys, policy recommendations.

Use your best judgment about the types of information that fit with your campaign, tactic, and targets. Only collect information in a way that will not harm you, your organization or your advocacy initiative. For more information on this, see **Advocacy Evaluation and the Principle of "Do no harm"**.

## STEP 3: Track Targets Over Time

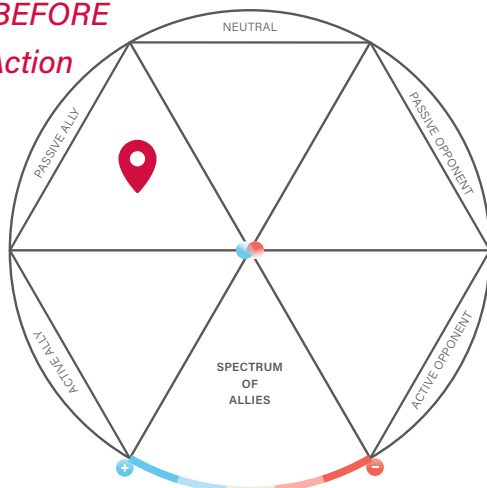
Track your target's location on the Spectrum of Allies over time.

Tracking your targets on the spectrum makes it possible to see how the tactics of your advocacy campaign have affected your targets. This is a great way to see how your spectrum from allies to opponents is changing. Even more important, this helps you to assess your progress towards your goals. Use the chart in the [Spectrum of Allies Measure of Change Worksheet](#) to help you track your selected targets. Add the date and the evidence or information you have to confirm their position.

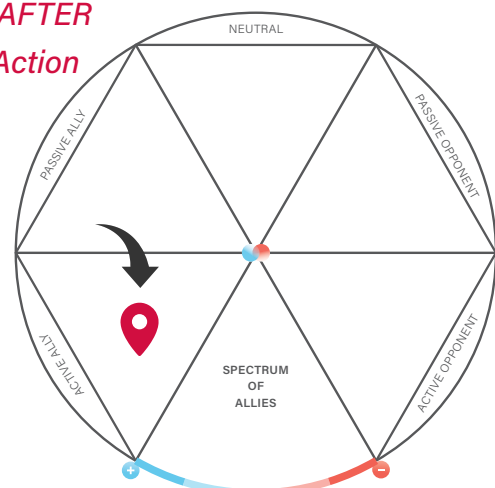
Spectrum of Allies Tracking - SAMPLE				
Selected Target	Initial Position	Evidence BEFORE Advocacy Actions	Later Position	Evidence AFTER Advocacy Actions
	<input type="checkbox"/> Active Ally <input type="checkbox"/> Passive Ally <input type="checkbox"/> Neutral <input type="checkbox"/> Passive Opponent <input type="checkbox"/> Active Opponent		<input type="checkbox"/> Active Ally <input type="checkbox"/> Passive Ally <input type="checkbox"/> Neutral <input type="checkbox"/> Passive Opponent <input type="checkbox"/> Active Opponent	

Next, place the initial position of each of the selected targets on the first diagram in the [Spectrum of Allies Measure of Change Worksheet](#). This is the "Position BEFORE Advocacy Actions". After taking action, place the position of the same targets on the next diagram. This is the "Position AFTER Advocacy Actions". You can either use dots or write the name of each target on the diagrams.

*Position BEFORE  
Tactical Action*



*Position AFTER  
Tactical Action*



# Spectrum of Allies Measure of Change Worksheet



## Tracking your Targets on the Spectrum of Allies Tool



Track how the tactics of your advocacy campaign have affected your targets. This will help you assess your progress towards your goals. Use the chart below to help you track your selected targets. Add the date and information or evidence that you have to confirm their position.

Selected Target	Initial Position	Evidence BEFORE Advocacy Actions	Later Position	Evidence AFTER Advocacy Actions
	<input type="checkbox"/> Active Ally <input type="checkbox"/> Passive Ally <input type="checkbox"/> Neutral <input type="checkbox"/> Passive Opponent <input type="checkbox"/> Active Opponent	DATE: _____	<input type="checkbox"/> Active Ally <input type="checkbox"/> Passive Ally <input type="checkbox"/> Neutral <input type="checkbox"/> Passive Opponent <input type="checkbox"/> Active Opponent	DATE: _____
	<input type="checkbox"/> Active Ally <input type="checkbox"/> Passive Ally <input type="checkbox"/> Neutral <input type="checkbox"/> Passive Opponent <input type="checkbox"/> Active Opponent	DATE: _____	<input type="checkbox"/> Active Ally <input type="checkbox"/> Passive Ally <input type="checkbox"/> Neutral <input type="checkbox"/> Passive Opponent <input type="checkbox"/> Active Opponent	DATE: _____
	<input type="checkbox"/> Active Ally <input type="checkbox"/> Passive Ally <input type="checkbox"/> Neutral <input type="checkbox"/> Passive Opponent <input type="checkbox"/> Active Opponent	DATE: _____	<input type="checkbox"/> Active Ally <input type="checkbox"/> Passive Ally <input type="checkbox"/> Neutral <input type="checkbox"/> Passive Opponent <input type="checkbox"/> Active Opponent	DATE: _____
	<input type="checkbox"/> Active Ally <input type="checkbox"/> Passive Ally <input type="checkbox"/> Neutral <input type="checkbox"/> Passive Opponent <input type="checkbox"/> Active Opponent	DATE: _____	<input type="checkbox"/> Active Ally <input type="checkbox"/> Passive Ally <input type="checkbox"/> Neutral <input type="checkbox"/> Passive Opponent <input type="checkbox"/> Active Opponent	DATE: _____
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# Spectrum of Allies Measure of Change Worksheet



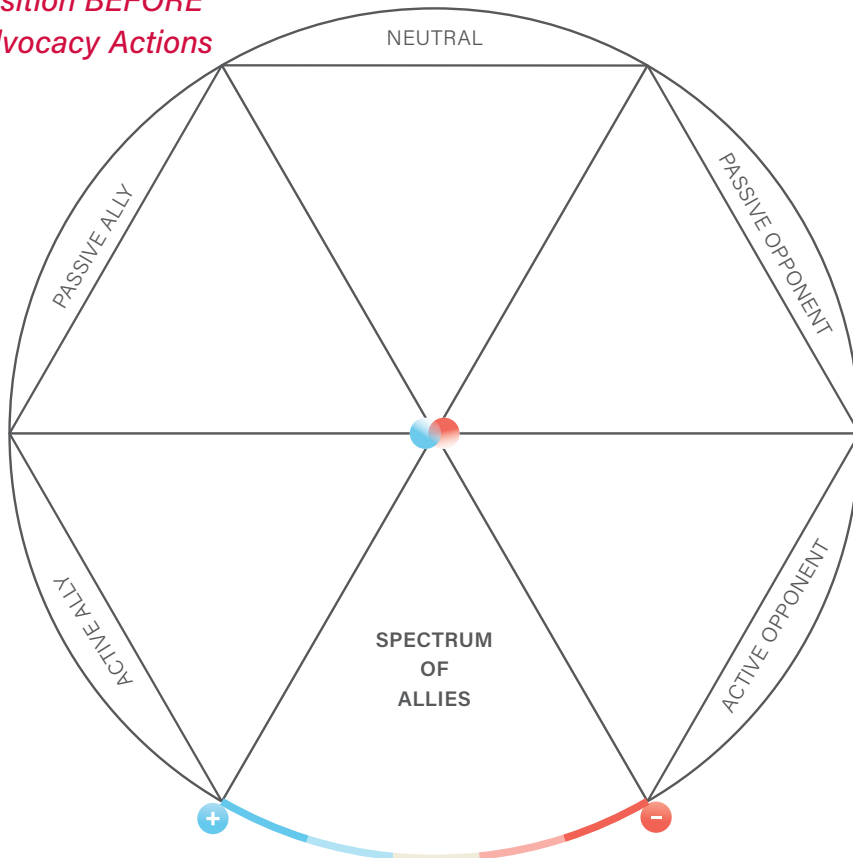
## Tracking your Targets on the Spectrum of Allies Tool



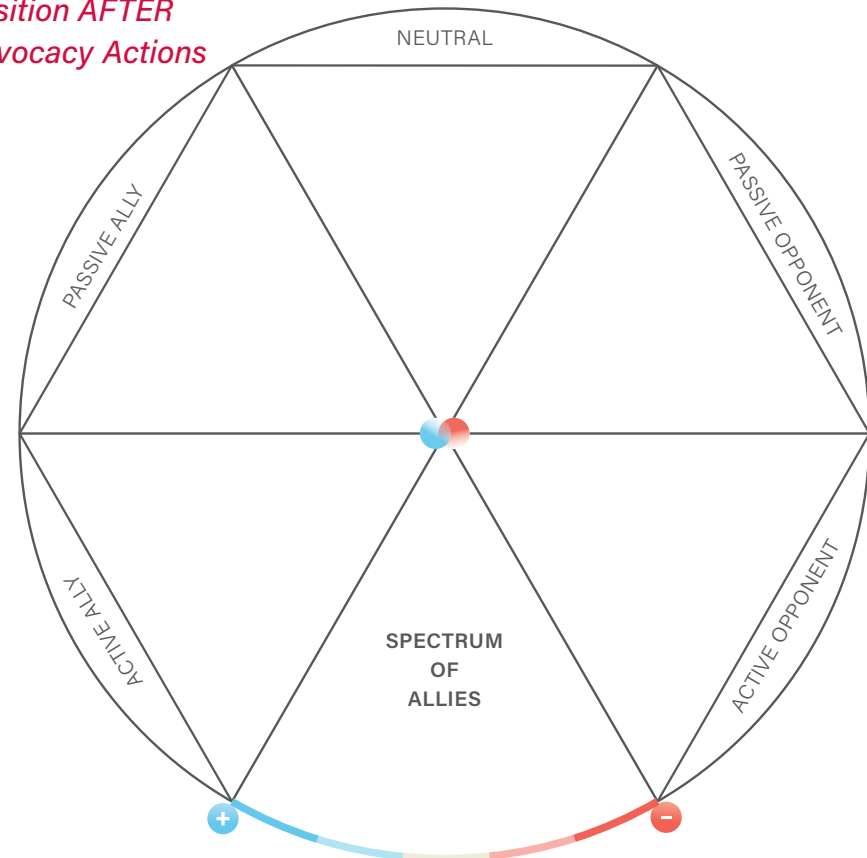
Place the initial position of the selected target on the first diagram. This is the "Position BEFORE Advocacy Actions". After taking action, place the position of the same target on the next diagram. This is the "Position AFTER Advocacy Actions". You can either use dots or type the name of each target on the diagrams. Use the chart above to add the date and evidence before and after your advocacy actions.

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

*Position BEFORE  
Advocacy Actions*



*Position AFTER  
Advocacy Actions*



# Spectrum of Allies Measure of Change Worksheet



## Tracking your Targets on the Spectrum of Allies Tool



Track how the tactics of your advocacy campaign have affected your targets. This will help you assess your progress towards your goals. Use the chart below to help you track your selected targets. Add the date and information or evidence that you have to confirm their position.

Selected Target	Initial Position	Evidence BEFORE Advocacy Actions	Later Position	Evidence AFTER Advocacy Actions
ABC Civil Society Organization	<input type="checkbox"/> Active Ally <input checked="" type="checkbox"/> Passive Ally <input type="checkbox"/> Neutral <input type="checkbox"/> Passive Opponent <input type="checkbox"/> Active Opponent	DATE: Jan 15, 2020 Social media scan: Asked mutual connections about the organization's positions. We assessed there would be no risk to our campaign to reach out to the organization through mutual contacts to help us set up a meeting.	<input checked="" type="checkbox"/> Active Ally <input type="checkbox"/> Passive Ally <input type="checkbox"/> Neutral <input type="checkbox"/> Passive Opponent <input type="checkbox"/> Active Opponent	DATE: Feb 1, 2021 On-going Social media scan Face-to-face meetings initiated through mutual connections Organization's engagement with our campaign activities
	<input type="checkbox"/> Active Ally <input type="checkbox"/> Passive Ally <input type="checkbox"/> Neutral <input type="checkbox"/> Passive Opponent <input type="checkbox"/> Active Opponent	DATE: _____	<input type="checkbox"/> Active Ally <input type="checkbox"/> Passive Ally <input type="checkbox"/> Neutral <input type="checkbox"/> Passive Opponent <input type="checkbox"/> Active Opponent	DATE: _____
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## Tracking your Targets on the Spectrum of Allies Tool



Place the initial position of the selected target on the first diagram. This is the "Position BEFORE Advocacy Actions". After taking action, place the position of the same target on the next diagram. This is the "Position AFTER Advocacy Actions". You can either use dots or type the name of each target on the diagrams. Use the chart above to add the date and evidence before and after your advocacy actions.

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

Position BEFORE  
Advocacy Actions



Position AFTER  
Advocacy Actions

