



# Map the Terrain

## Exercise – Making a Tactical Map

### Methodology:

This activity will help your group to apply the tactical mapping tool to the problem on which they chose to focus. It will help them to further “define the terrain” in which their problem occurs, helping them to set the stage for creating strategy and identifying tactics by guiding them to think about:

- ✓ The key relationships that can help move the issue and strategy forward
- ✓ The effectiveness of the current tactics
- ✓ Relationships, institutions, or social groups not affected by the current tactics
- ✓ Tactics that might engage the groups that are unaffected by the situation
- ✓ Potential allies for building a more comprehensive and effective strategy

### Objectives:

- To provide the group a way to visualize the people, groups, institutions, and the nature of the relationships involved in the issue.
- To help the group expand their thinking about potential targets for tactical interventions.
- To help the group identify concrete targets for action.

### Getting Ready:

This exercise will take 1-1.5 hours. To complete the activity, you will need the following materials: large sheets of flip-chart, newsprint, or construction paper that can be taped together to make larger sheets; Post-its (at least 4 colors and at least 3x3 size) – or small size pieces of different color paper; colored markers or crayons (Black, Red, Green, Blue, and Orange/Yellow); masking tape; a floor or table space for working on the maps; and wall space to display the maps. It is also helpful to have a copy of the “Worksheet –Creating A Tactical Map” that provides step-by-step instructions.

### Facilitation Note:

Before turning this exercise over to the group, it is helpful for you (as facilitator) to demonstrate the tactical map tool. Use a common problem. For example, “domestic violence,” which most people know about but do not often discuss. The “center relationship” for this problem is easy to determine, it most commonly involves a “husband” and a “wife.” Ask the group to help you complete the rest of the steps for your demonstration map (using the same steps for the group exercise process below).

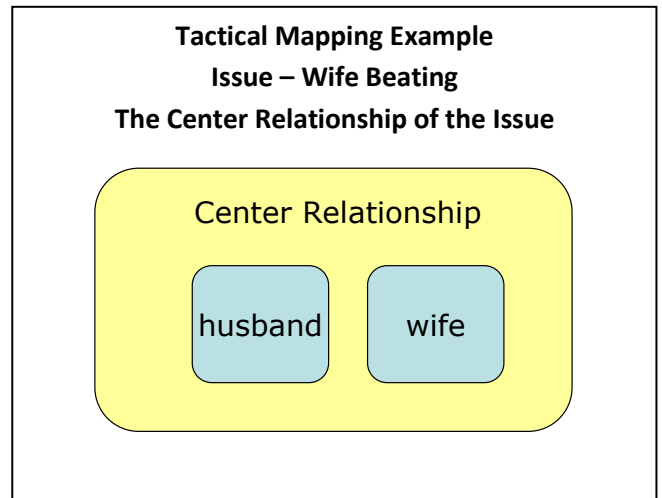
Once you have finished modeling the problem of “domestic violence” (or the problem you’ve chosen), move to the group exercise. Remind the groups to keep in mind the PROBLEM their group chose to address. This



is a good time for the group to further reflect on the accuracy of their problem statement, as they try to determine the center relationship. During the first step, be sure to check in with the group(s) to be sure they have found a good “face-to-face” example of their issue to place in the center of their map.

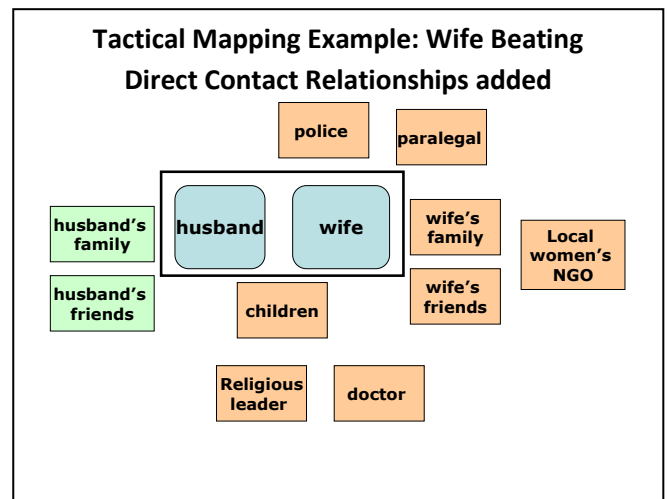
**The Group Exercise Process: \*These are the steps listed on the participant handout. The groups can self-direct as they move through the steps, but be sure to move from group to group and check on their progress.\***

1. Ask the group to think of the problem they agreed to work on during the workshop. Ask them to think of what TWO PEOPLE most closely represent the problem. After the group has identified this “center relationship,” ask the group to discuss whether or not these two people are the best representation of the problem. If groups are struggling to find the center relationship, possible questions to guide them could be:
  - Who is violating another person’s right in this situation?
  - Is this a **face-to-face** relationship?
  - Who is preventing a solution or standing in the way of the change you are seeking?
  - Is there a relationship in this problem that was overlooked?



When all the members of the group are in agreement, have them chose TWO different colors of “Post-its” – a color for each person (for example: green for one person and orange for the other). Place these two colors with the names of the people in the center of the flip chart paper. Draw a box or circle around this relationship. (You have now started the tactical map.)

2. Ask the group to add the people who have DIRECT contact with each of the people you have identified at the center. You may want to use the same color “post-its” for those people who are related or closely associated to the people at the center. For example, people in community groups or faith-based groups, NGOs – including your organization, government institutions or systems, etc. Instruct the group to use proper NAMES as they develop their maps. The map works best when it is as specific as possible. If they don’t know the proper names of the people/organizations, these might be areas that will need further research in the future.



3. Next, ask the group to add people who have INDIRECT contact with the people you have identified at the center or to others already on your map. For example, provincial, regional, national level government institutions, international NGOs, funding organizations, etc. (add names or position titles for these, if known).

**NOTE: If the group has not yet identified where they belong on the map, be sure to ask the group, “Where do YOU belong on the map?” Be sure to add this information at this time.**

New Tactics in Human Rights is a program of The Center for Victims of Torture

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






Creative Commons: Attribution-Noncommercial 4.0 International License • <http://creativecommons.org/licenses/by-nc/4.0/>



- Next, have the group identify the NATURE of the relationships involved in the problem. Remind them of the following types (they should be familiar from the model you demonstrated):

#### Adding Connecting Lines:

- Determine the NATURE of relationships between the different “*points of contact*” by color-coding lines and arrows.

RED line		Power relationship
GREEN line		Exploitive relationship
BLUE line		Mutual benefits relationship
Yellow line		Conflict relationship
GREY line		Potential tactic target OR more information is needed

**NOTE: The colors, lines and types of arrows provide a suggestion. The group may choose to develop their own color and line “key” when making their map.**

- ✓ **RED** lines – These are POWER relationships: One person has power over another.
- ✓ **GREEN** lines – These are EXPLOITATIVE relationships: One person not only has power but is gaining something else too, like corruption (money, in-kind goods, sexual favors, etc.)
- ✓ **BLUE** lines – These are MUTUAL relationships: Each side gains equitably.
- ✓ **YELLOW** lines – These are CONFLICT relationships: Conflict between people; institutions
- ✓ **GRAY** lines – These are relationships that you want to learn more about– research for action

- Last, ask the group to discuss and consider who might be a potential TARGET for action, given the view of the terrain they now have after having completed their tactical map. Remember, a target is the person, place, or thing the tactic is intended to affect.

#### **Reflection and Sharing:**

When the tactical maps are completed, ask the group to take some time to reflect on the relationships that were revealed on their maps.

- Are people involved in the problem that they hadn’t considered before?
- Are their past tactics targeting the right people?
- Are there other key groups that should be targeted that current tactics are not reaching?
- Are there any allies that had previously gone unnoticed?
- Ask the group to consider the following points and to discuss what the map highlighted regarding each point:

- ✓ The key relationships that can help move the issue and strategy forward
- ✓ The effectiveness of the current tactics
- ✓ Relationships, institutions, or social groups not affected by the current tactics
- ✓ Tactics that might engage the groups that are unaffected by the situation
- ✓ Potential allies for building a more comprehensive and effective strategy

**New Tactics in Human Rights** is a program of **The Center for Victims of Torture**

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

Creative Commons: Attribution-Noncommercial 4.0 International License • <http://creativecommons.org/licenses/by-nc/4.0/>

