

An example of using

Tactical Mapping

Tactical Mapping Process

In 1998, the Center for Victims of Torture convened a group of international experts involved in trying to stop torture to understand the persistence of torture in the world.

The focus of the analysis was the relationships in which torture was embedded and how understanding those relationships might help develop new approaches and campaigns to end the use of torture.

Principle Tactics Used Regarding Torture

- Establishing standards
(conventions, laws, regulations)
- Monitoring the standards
- Denouncing those that don't
comply with the standards

Tactical Mapping Process

The group reached a number of conclusions:

#1

Efforts to stop torture are largely

- **uncoordinated**
- **limited to the use of only a few tactics**
- **affect very narrow parts of the complex systems involved**

We are approaching a system as though it were simple and brittle, rather than complex and mutually reinforcing with the capacity to self-repair.

Tactical Mapping Process

2

- Every relationship is a possible place to begin an intervention. But each would require a different tactic.
- The mapping process exposed major holes of activity where new tactics could be developed to stimulate broader pressures on systems.

Lessons learned from Tactical Mapping

#3

More coordinated strategy can emerge when we understand how tactics relate to each other:

- independently
- synergistically
- in conflict with each other

Tactical mapping can be used to think about:

- Key relationships which must be affected to make a change in your issue.
- Tactics currently at play or available and how they affect the targeted relationships.
- Key relationships or social groups that are unaffected by current tactics and how they can be engaged by new tactics.
- The processes which must be planned to make an intervention most successful.

Lessons learned from Tactical Mapping

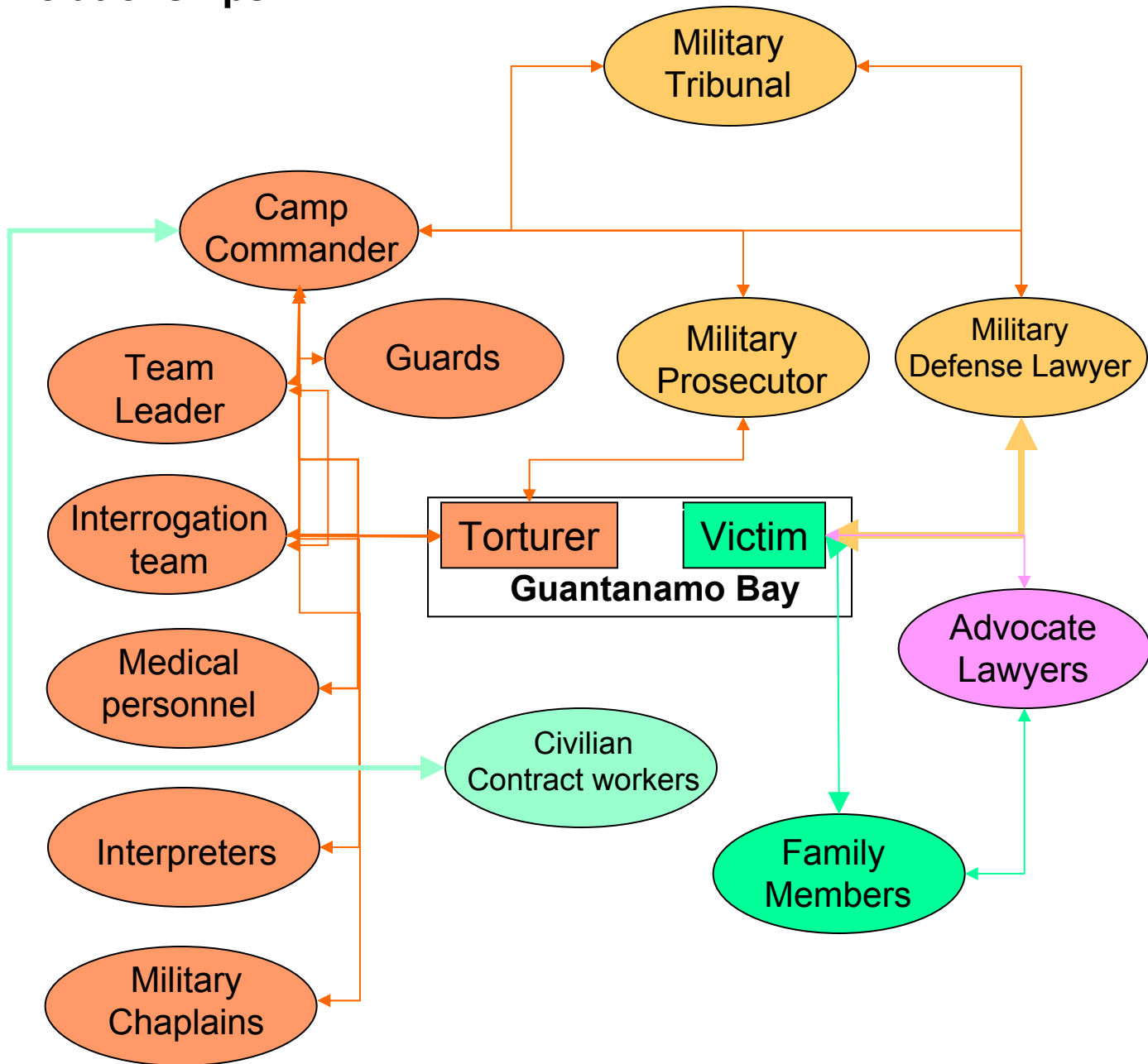
The challenge:

- The need to invest in strategy
- Creating strategies as comprehensive as the systems are complex
- Learning to coordinate multiple tactics in order to affect systems broadly enough that they cannot simply self-repair (requires the building of collaborative relationships with others)

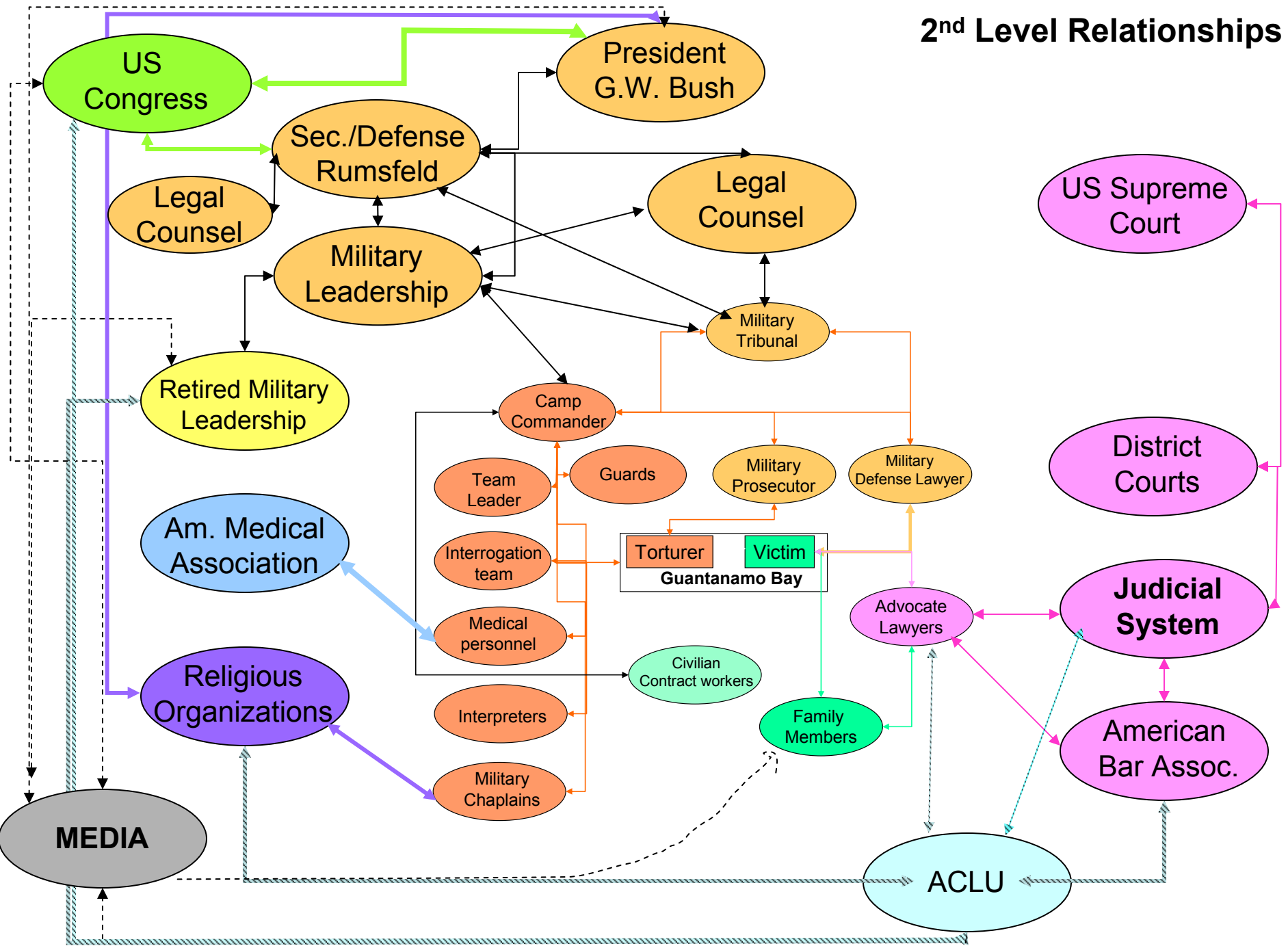
Example Situation

**Mapping the issue of US torture
in Guantanamo Bay facility**

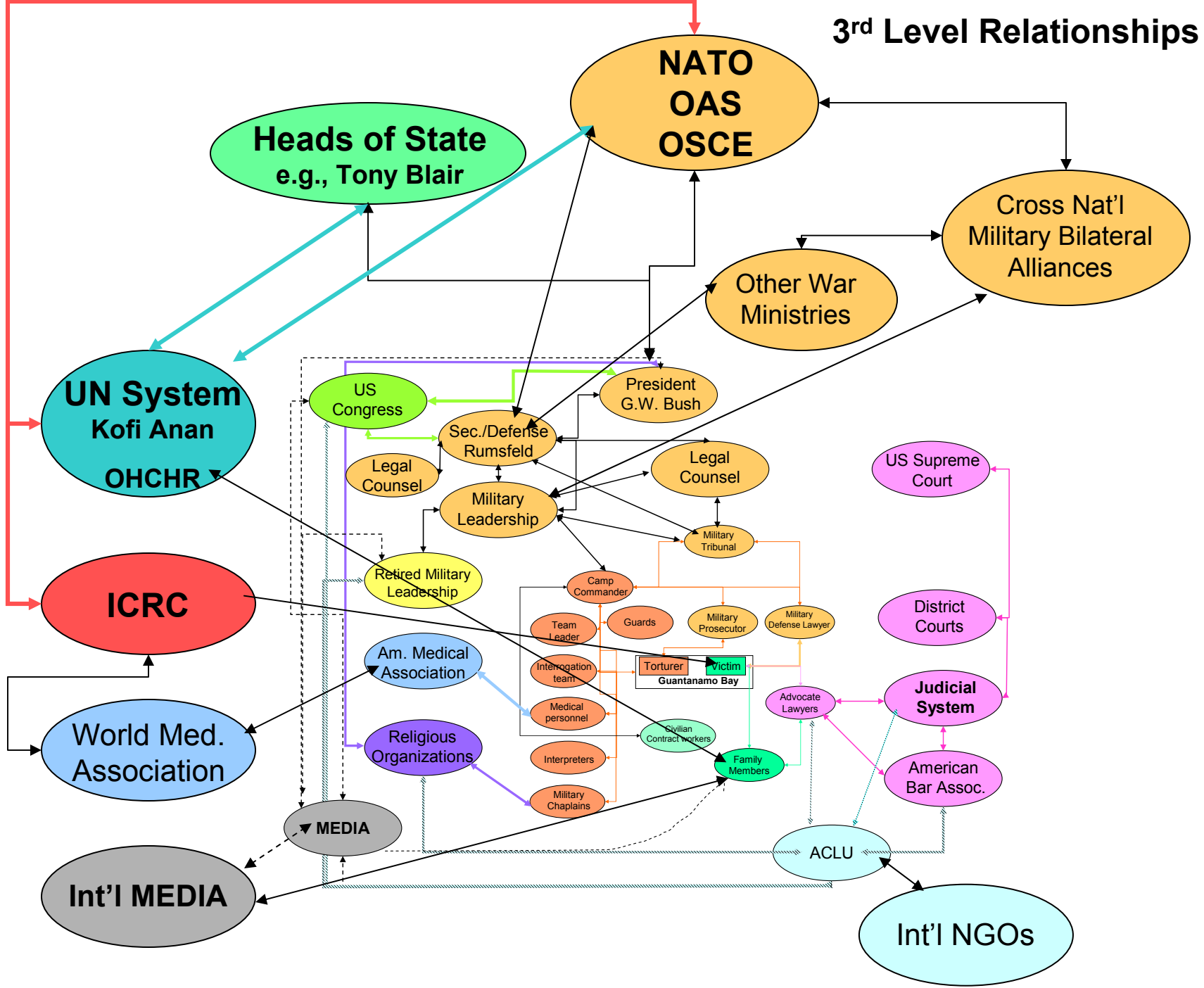
1st Level Relationships



2nd Level Relationships



3rd Level Relationships

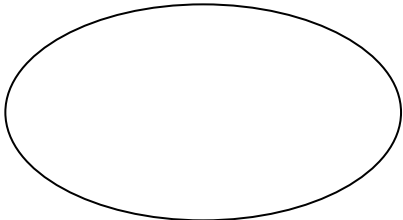
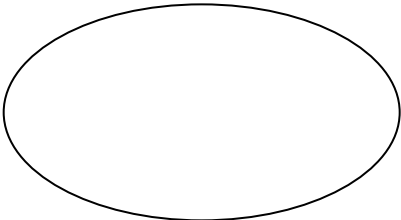
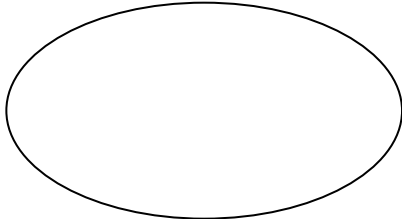
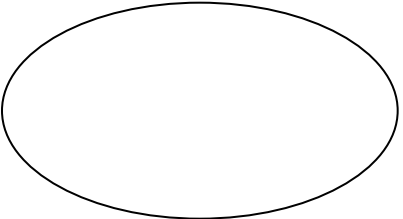
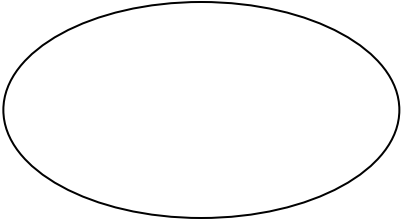
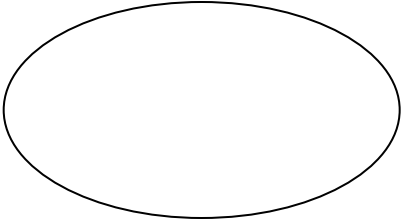


Map Your Issue

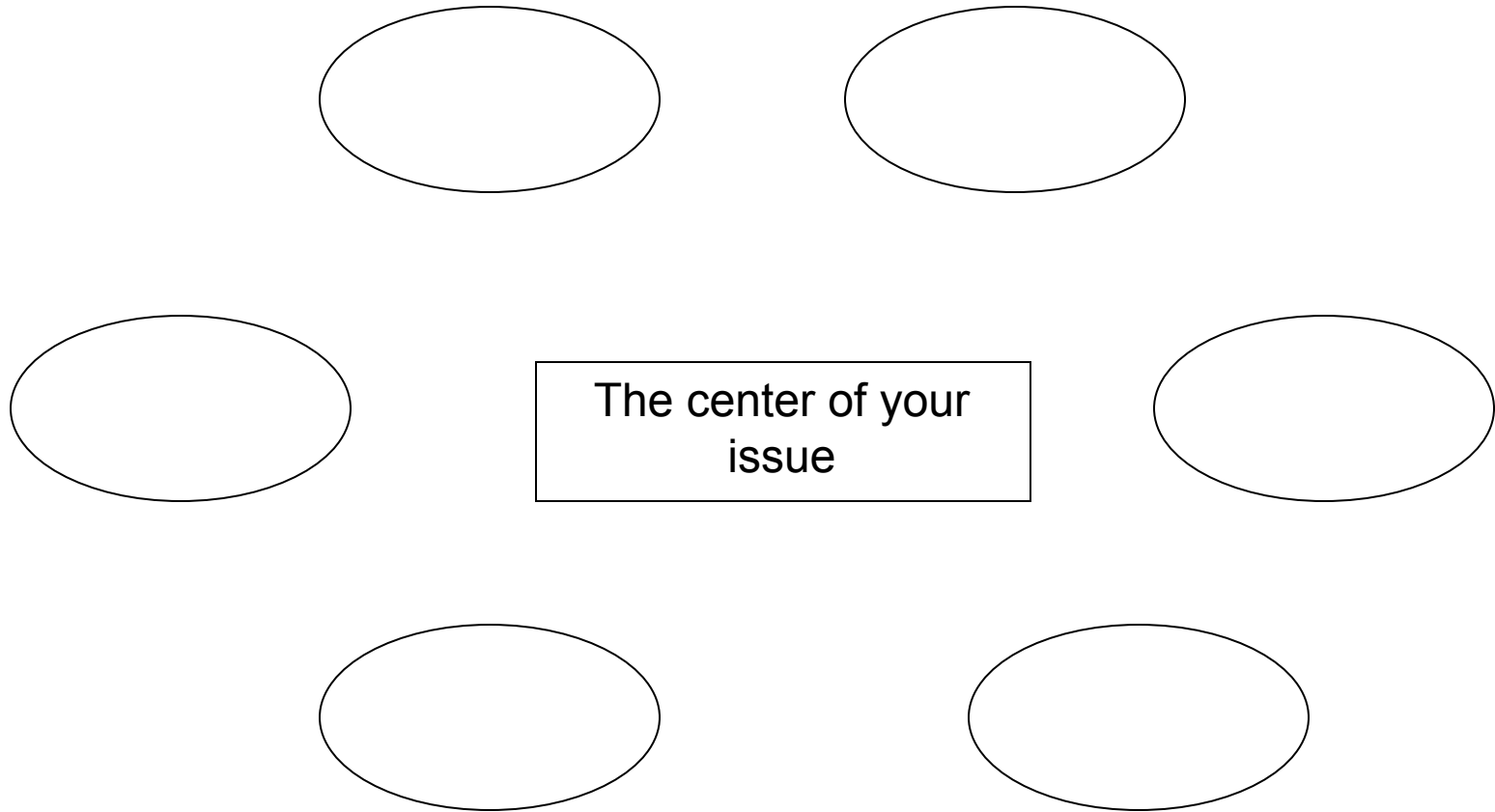
**Use the following brief instructions
to map your own issue**

Using the following figure:

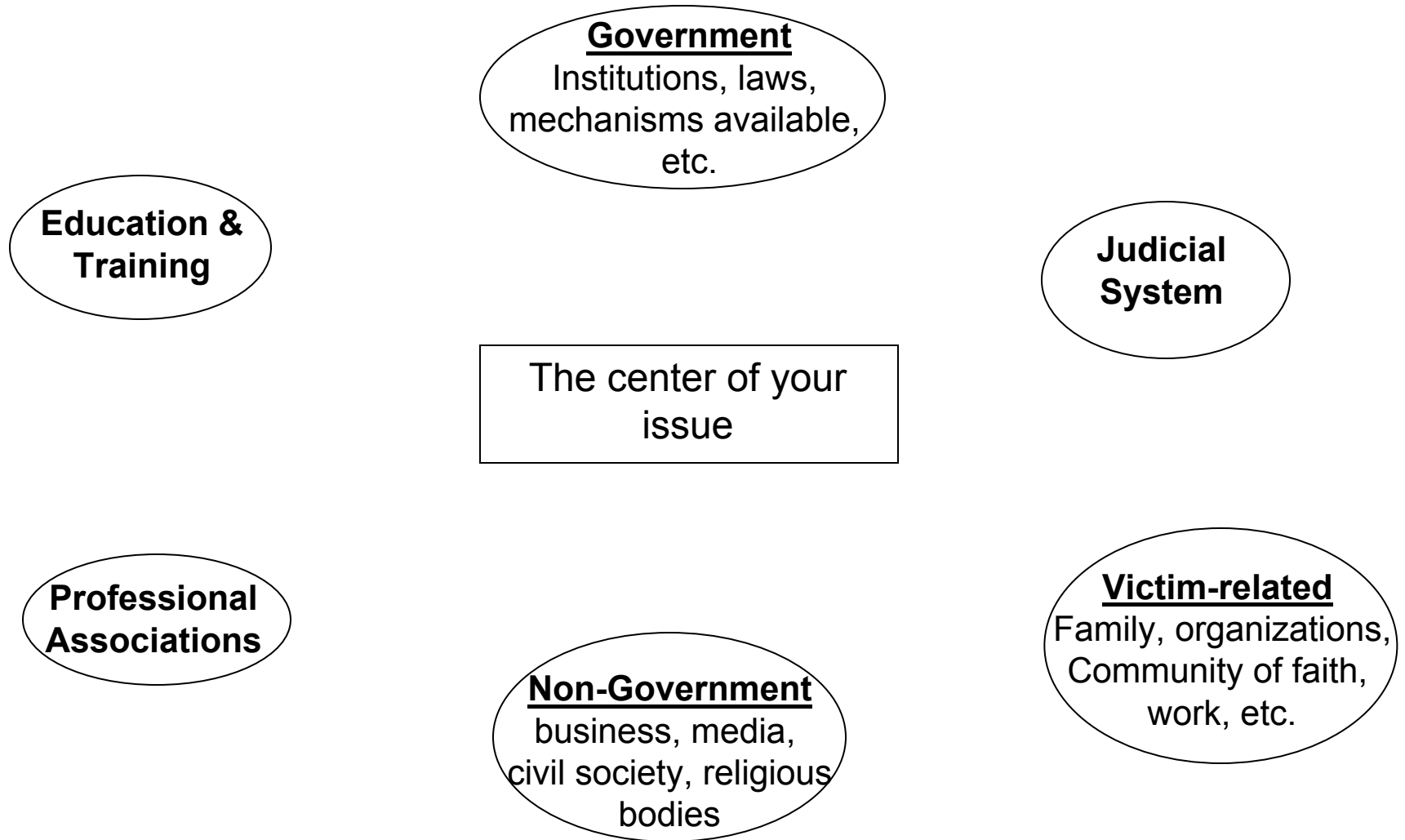
Identify who or what is at the center in the “box.” Then identify the relationships (people), organizations or institutions that may be closest to the center.



First level mapping: the inner “circle” of relationships, those closest to the center and have a DIRECT relationship or impact on the center.



Second level mapping: relationships that impact the center but may not have direct contact with the center.



Third level mapping: International relationships that impact the center.

**International
NGOs,
Trade Unions,
etc.**

**United Nations
Conventions &
Monitoring
Bodies**

The center of your
issue

**International
Professional
Associations**

**International
Economic Bodies**
IMF, WB, WTO,
Regional Bodies
(e.g., ASEAN)
Private business
NGO funders, etc

- Move to identify the relationships, organizations or institutions that are further from the center but still have an impact on the human rights issue that you identified. Continue until you feel you and your colleagues have identified them all.
- Use arrows to show direct relationships. You may want to use different colors or types of arrows for noting direct and indirect relationships.

