**STRATEGY, THEORY OF CHANGE, AND COALITION ANALYSIS**

WORKSHEET

Use the fictional issue campaign description below to complete the exercises that follow.

**SAME SEX MARRIAGE IN SYMPHONIA**

In Symphonia, a politically liberal but culturally conservative state in the American upper midwest, there was a ballot measure in 2012 to allow same sex couples to get married. The coalition campaign in support of the measure--Symphonia Freedom to Marry--had several components.

The campaign was funded by a national marriage equality group and made a big investment in field centered around the idea of having one million conversations with Symphonians about why marriage was important. This was based on research that two thirds of voters were likely to support the issue if they had a personal conversation about it. It was also based on turnout history and other research that indicated they could win over 50% of overall votes if they persuaded 600,000 undecided voters to vote yes on this issue. Their field training focused their volunteers on connecting with people’s shared values -- asking people if they were married, why they got married, what it meant to them, and connecting their answers back to the fact that LGBT couples wanted to get married for the same reasons they did.

In addition to the field effort, the campaign partnered with state LGBT rights groups who had relationships in the media and with reporters to pitch stories of families with LGBT members who wanted to get married but weren’t legally able to. They also recruited validators from the business community and among elected officials to publicly endorse the measure, and used paid digital media and social networks to encourage their supporters to talk about why marriage and marriage equality was important to them.

**Part 1: Strategy**

What would you say Symphonia Freedom to Marry’s strategy was?

What resources do you think their strategy relied on?

**Part 2: Theory of Change**

Overall, what was the campaign’s theory of change on same sex marriage?

If you were recruiting volunteers to go knock on doors for this campaign, how would you use the theory of change to make a compelling case that their contribution will make a difference?

If you were asking a business owner to speak at a press conference in support of same sex marriage fort his campaign, how would you use the theory of change to make a compelling case that their contribution will make a difference?

**Part 3: Coalition Analysis**

Who were the groups involved in the coalition, what strengths did they bring to the table, and what do you think their self-interest was in being part of this campaign?

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| **Coalition Member** | **Strengths** | **Self-Interest** |
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