




Scale, power, and shifting the status quo

Understanding how social movements are different from other social change efforts

AEA

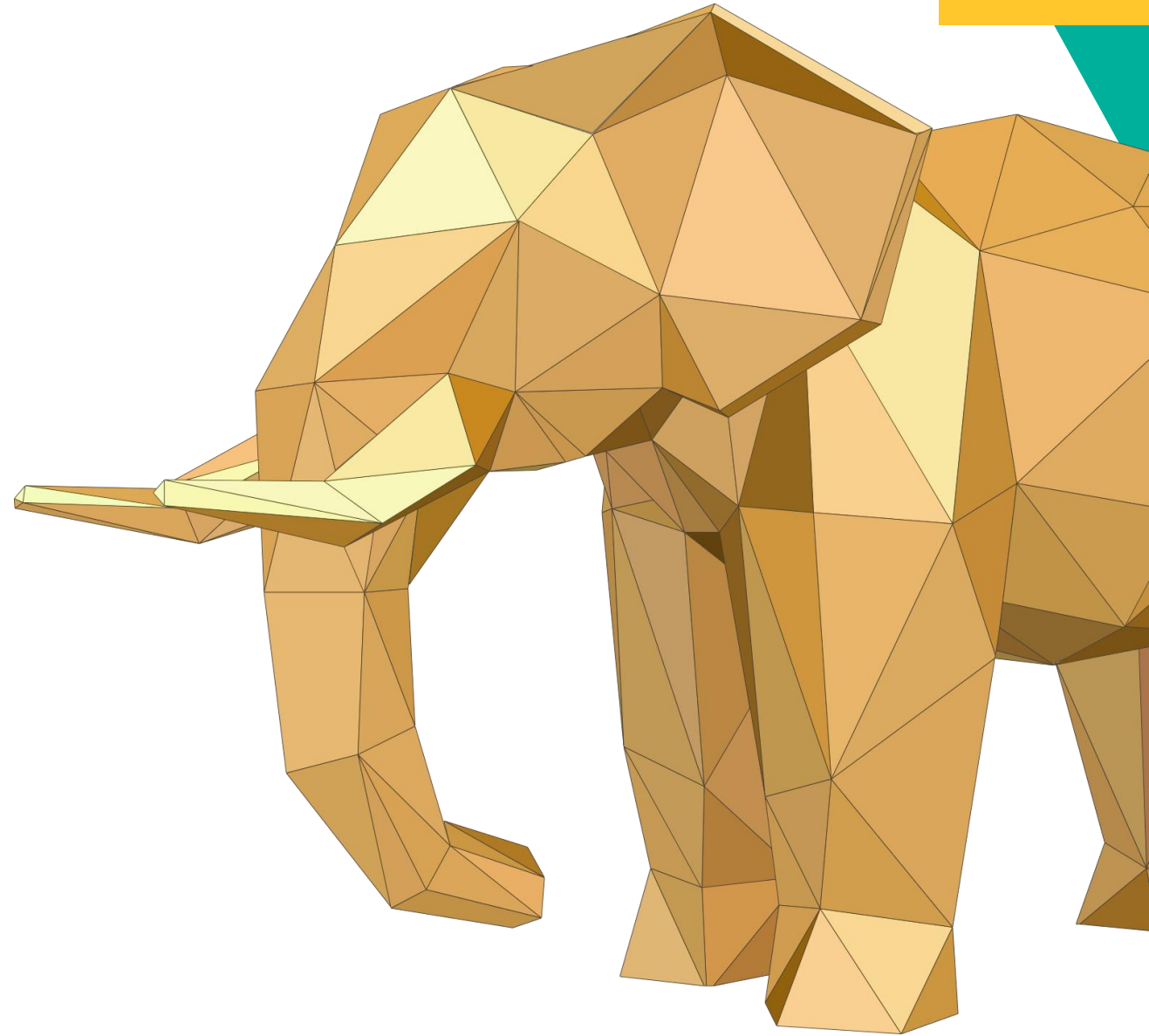
November 14, 2019



*What is your name
and which AEA
TIG(s) do you hang
out in?*

*Why did you choose
this session?*

***Social
change***



Session Roadmap

Look at two complementary sets of ideas about social change types, one organized around **power building concepts** and the other around other kinds of **social change approaches**.

- Clarify what **movements are and are not**, and if its not a movement, give you some ideas for **other types of social change**.
- Share ideas about **how to use these ideas** in your work, with social change makers, and funders.
- **Collect your feedback** to strengthen these frameworks as they are works in progress.

Power Concepts for Transformative Social Change

Social Movement Learning Project

Social Movement Learning Project

- Goal: Develop knowledge about *how social movements build power* in order to design *more appropriate planning and learning approaches* to *support movement building*
- Research Process: Over **50 conversations**, a literature review of **80 articles**, and vetting with movement builders from **6 movements**

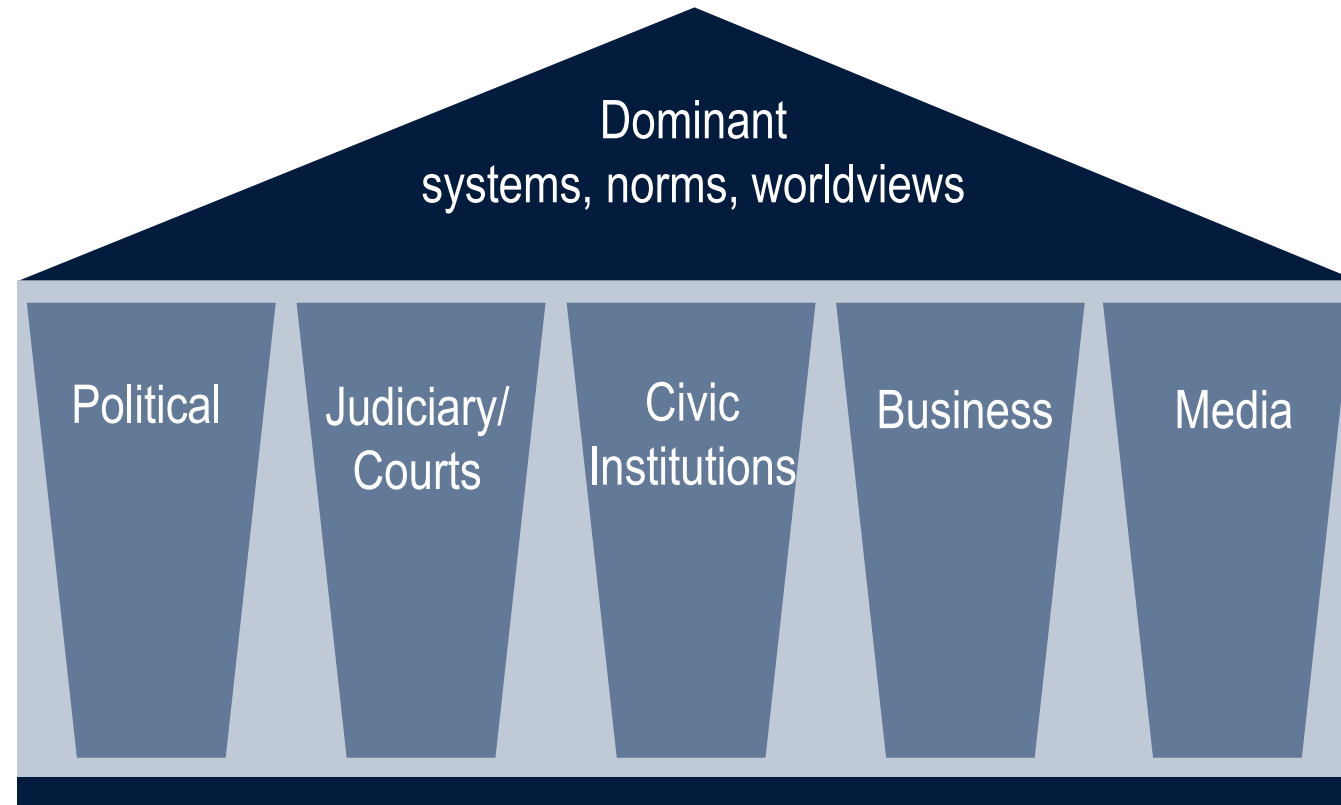


Why power?



Social Movement Theory of Change

Movements seek to topple, transform, and/or absorb the institutional, cultural, and social pillars that prop up the status quo.



Social Movement Theory of Change

Movement Vision

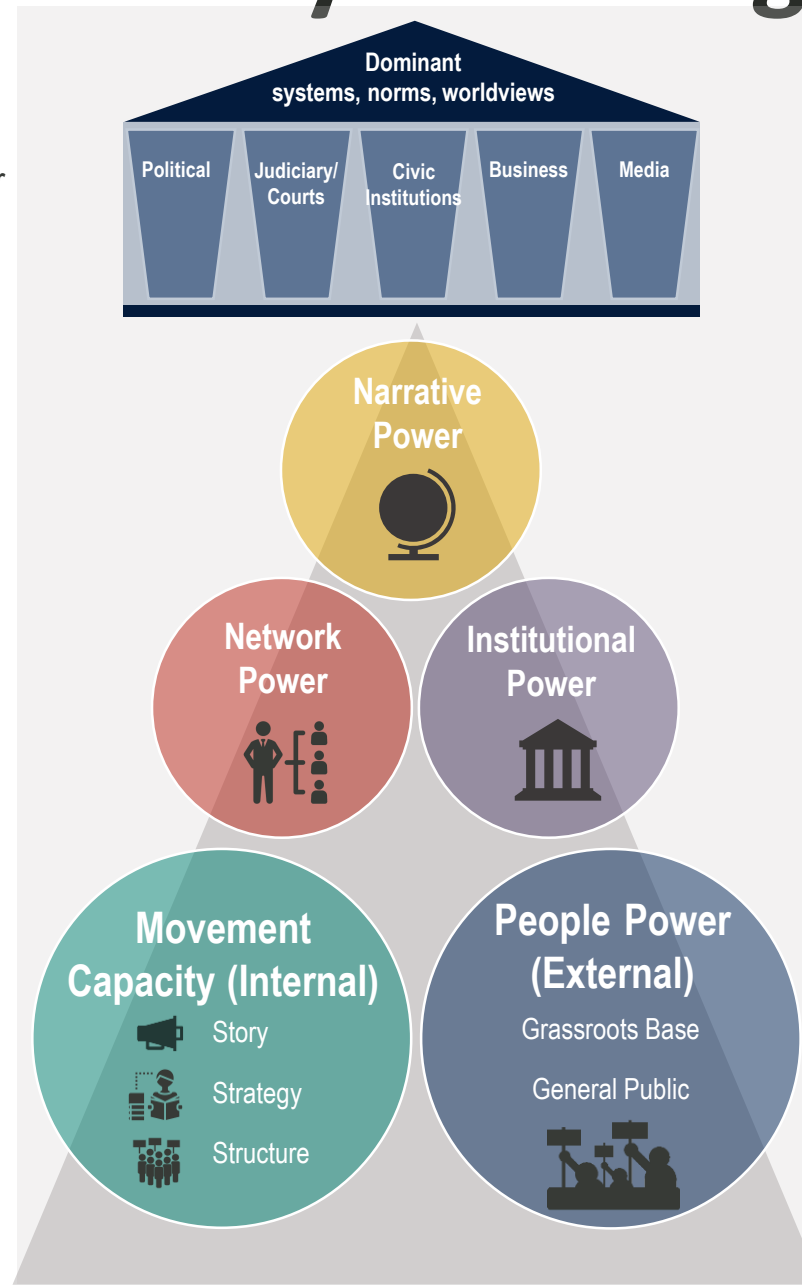
Toppling, transforming, and/or absorbing the **institutional, cultural, and social pillars** that prop up the status quo.

Movement Impact

Putting **Movement Power Base** into action.

Movement Power Base

Building a **foundation of power** for social movements.



Laying the Foundation

Movement Capacity

Laying the foundation for a healthy movement.



Story

- Vision, frames, and messaging
- Narrative infrastructure including multiple pathways for dissemination

Strategy

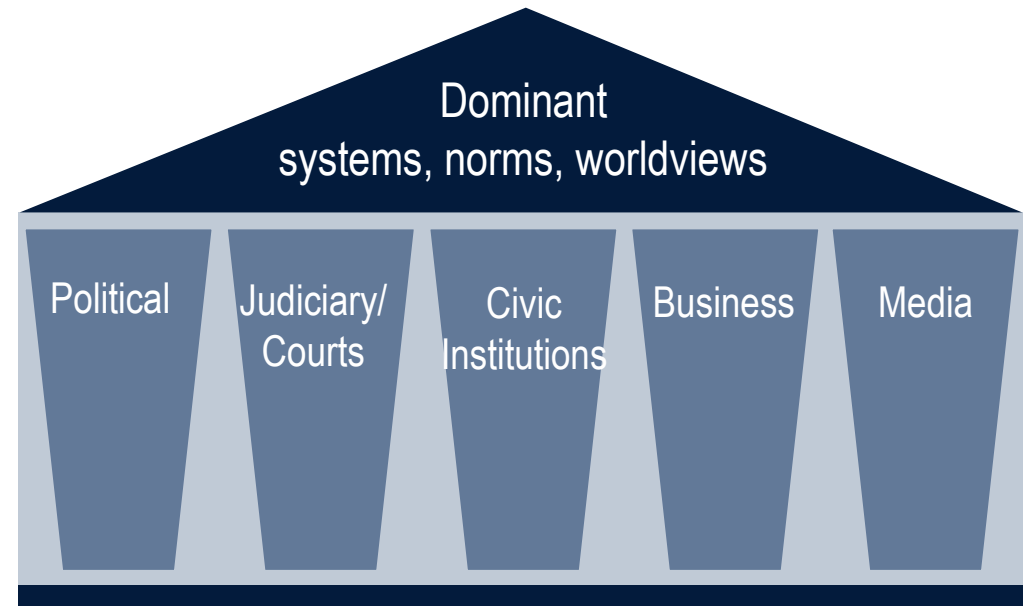
- Organizing
- Mass protest
- Direct action/civil disobedience
- Advocacy

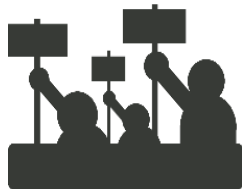
Structure

- Grassroots base
- Leadership pipeline
- Networks/alliances

Movement Vision

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People Power

Power to build, mobilize, and sustain a grassroots base and large-scale public support.

How is the movement shifting public support for the movement goals?

Active Grassroots Support

Grassroots base is engaging in and leading the movement cause.

Active Public Support*

General public takes action on behalf of the movement cause.

Passive Public Support*

General public is supportive of the movement cause but not taking action.

**Engler, Paul & Sophie Lasoff. 2017. Resistance Guide: how to sustain the movement to win.*



Network Power

Power with network of organizational allies, that work together in service of a shared movement vision and goal.

How is the movement building alignment and power with a network of diverse organizations?

Connectivity

Organizations are connected to and communicating with one another.

Alignment

Organizations are aligned around movement goals and vision.



Institutional Power

Power to influence and change the who, how, and what of visible decisionmaking.

How is the movement impacting or shifting visible decisionmaking?

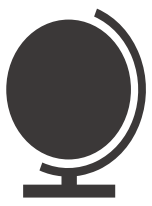


Decisionmakers are aware of movement issues, goals, and actors.

Decisionmakers are supportive of and responsive to the movement.

Decisionmakers are proactive champions of the movement issues and goals.

**Visible decisionmaking: Contests over interests that are “visibly negotiated in public spaces with established rules.” (Just Associates)*



Narrative Power

*Power to transform and hold public narratives and limit the influence of opposing narratives.**

How is the movement shifting dominant public narratives?

Visibility

Movement issues are **increasingly visible** (not necessarily positive) in the media, popular culture, and among the public.

Alignment

Increasing narrative alignment in the media, popular culture, and among the public, indicating an increase in issue salience and support.

Adoption

Movement narrative become dominant

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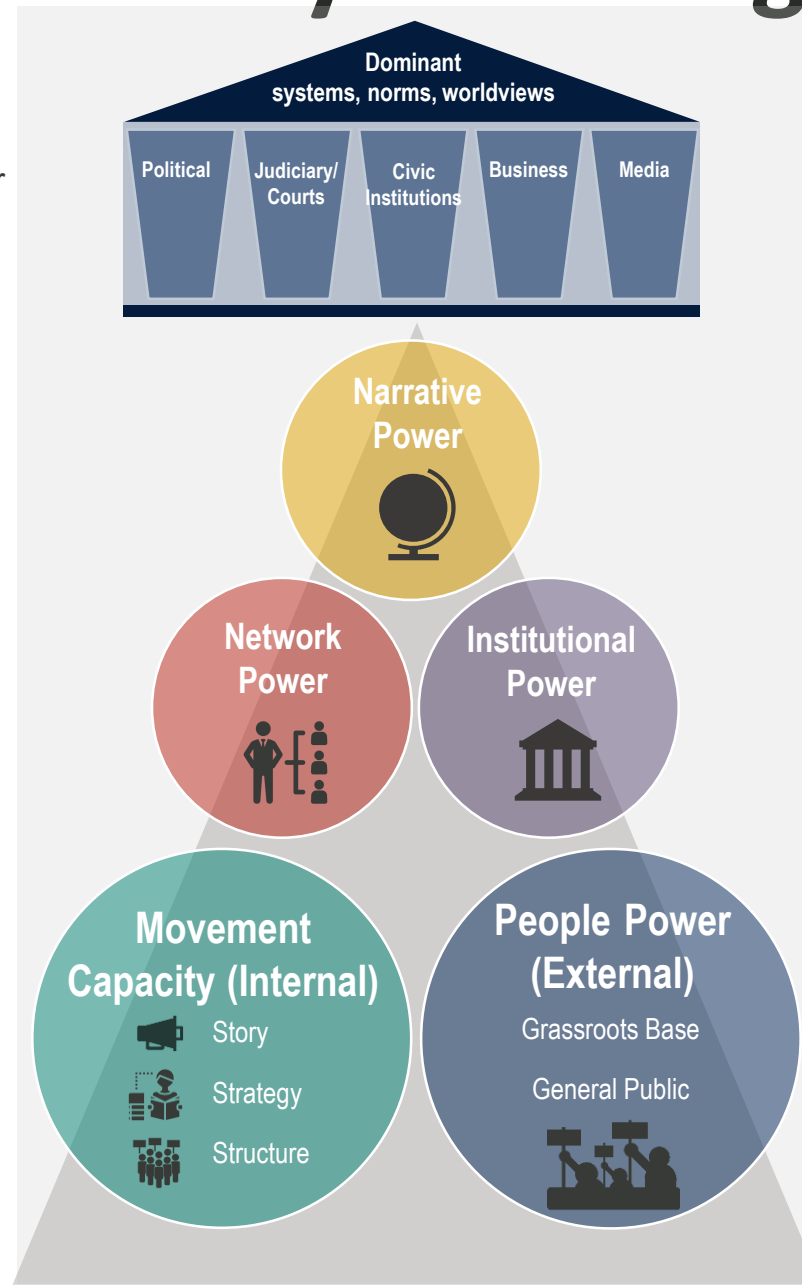
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Where do other efforts fit in?

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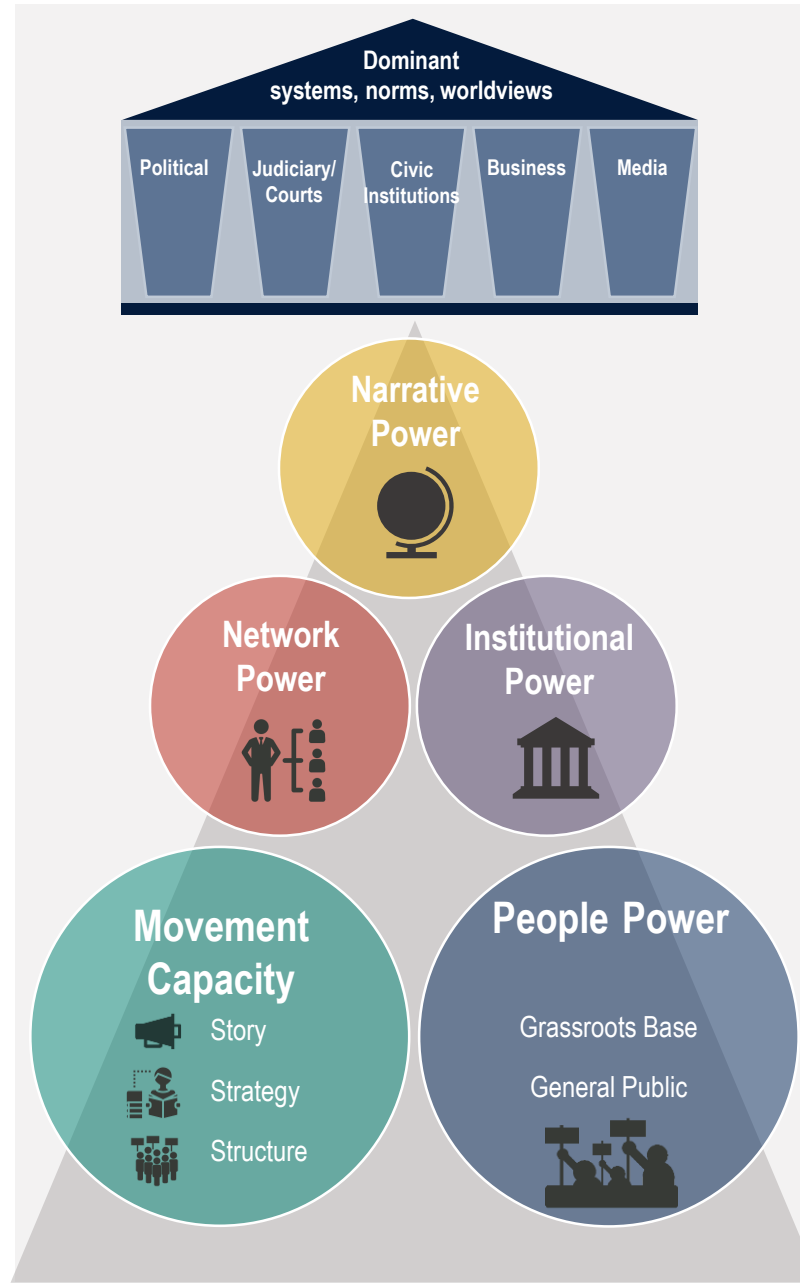
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Non-movement actors, including other advocates and decisionmakers, may align with and amplify movement efforts

Community Organizing

Community Organizing Power Base

Grassroots base, leadership
pipeline.



Community Organizing Vision

Build community power and achieve
concrete wins

Advocacy

Advocacy Power Base

Access to elite relationships



Advocacy Vision

Influence people's opinions and/or actions on matters of public policy or concern to promote a cause, idea, or policy.

**So, are you funding or evaluating
a movement...or something else?**

THE MIS(USE) OF MOVEMENT LANGUAGE



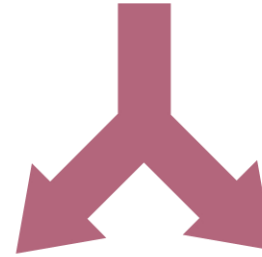
THE MIS(USE) OF MOVEMENT LANGUAGE



WHY DOES IT MATTER?



POWER IMBALANCES

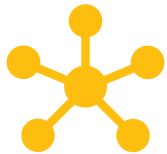


MISALIGNMENT

WHAT OTHER STRATEGIES MIGHT BE AT PLAY?



FIELD BUILDING



NETWORKS



SPREADING UPTAKE OF A PRACTICE

FIELD BUILDING



WHAT IS A FIELD?

“A community of organizations and individuals working together to solve a common set of problems, develop a common body of theory and knowledge, or advance and apply common practices.”

WHAT IS A FIELD?

FIELD BUILDING INCLUDES:

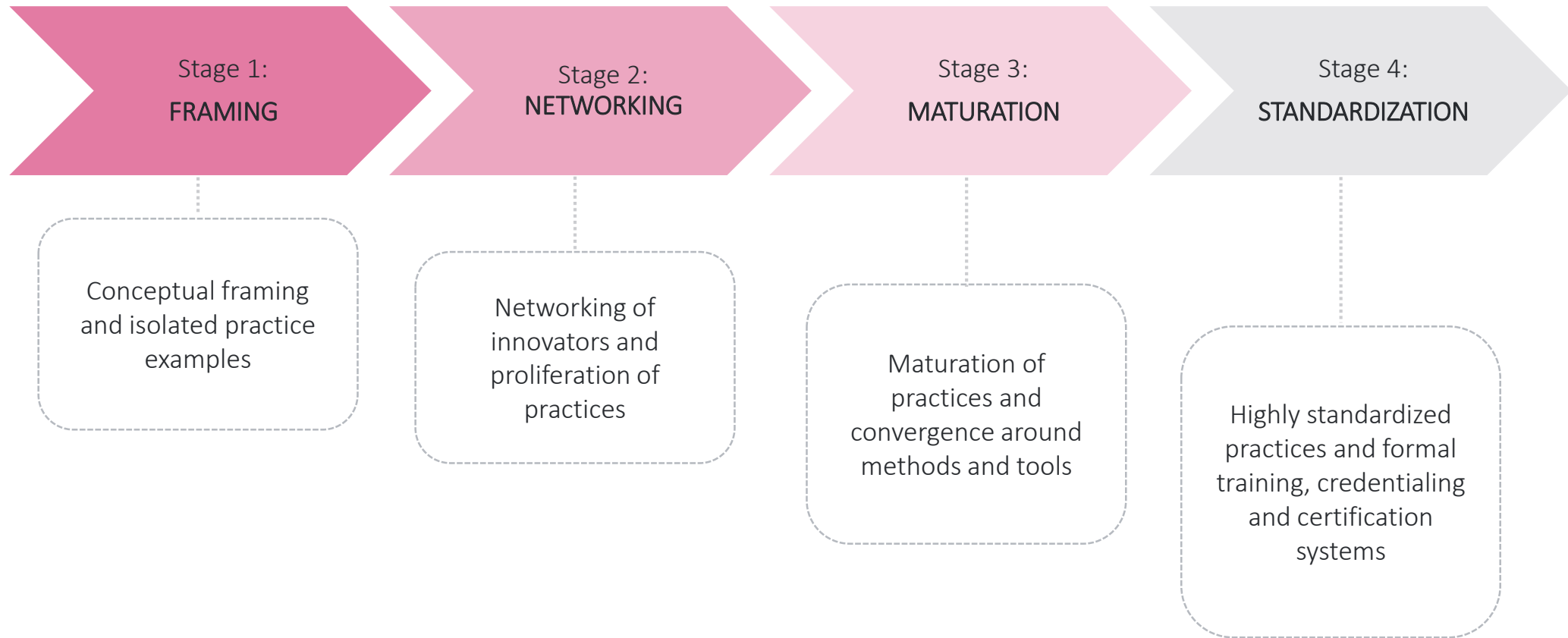
- Generating a relevant body of research and evidence
- Strengthening organizational and professional development systems
- Establishing common language, shared norms and standards, promising practices
- Increasing the alignment of a wide spectrum of actors to facilitate complementary and coordinated action.

“A community of organizations and individuals working together to solve a common set of problems, develop a common body of theory and knowledge, or advance and apply common practices.”

USEFUL FRAMEWORKS: STRONG FIELD FRAMEWORK

COMPONENT	DESCRIPTION
Shared identity	Alignment of stakeholders around a common purpose and set of core values.
Standards of practice	Codified practices, exemplary models, and credentialing for practitioners.
Knowledge base	Credible body of evidence and a community of researchers working to advance practice.
Leadership and grassroots support	Influential leadership and exemplary organizations, with a broad base of support from major constituencies.
Funding and policy support	An enabling policy environment and dedicated funding streams.

USEFUL FRAMEWORKS: MATURATION OF A FIELD



Source: Innovation Network for Communities. "Fields, Innovations and Places: Three Different Strategies for Social Innovators" (2009)

WHY THE CONFUSION?

SHARED ELEMENTS

- Requires multiple actors engaging in coordinated work across different areas
 - Multidisciplinary effort
 - Intended to be catalytic– take on a ‘life of its own’
 - Outcomes tend to be broad, ambitious, aimed at transformative social change
-
- May show up as *part of* a social movement strategy

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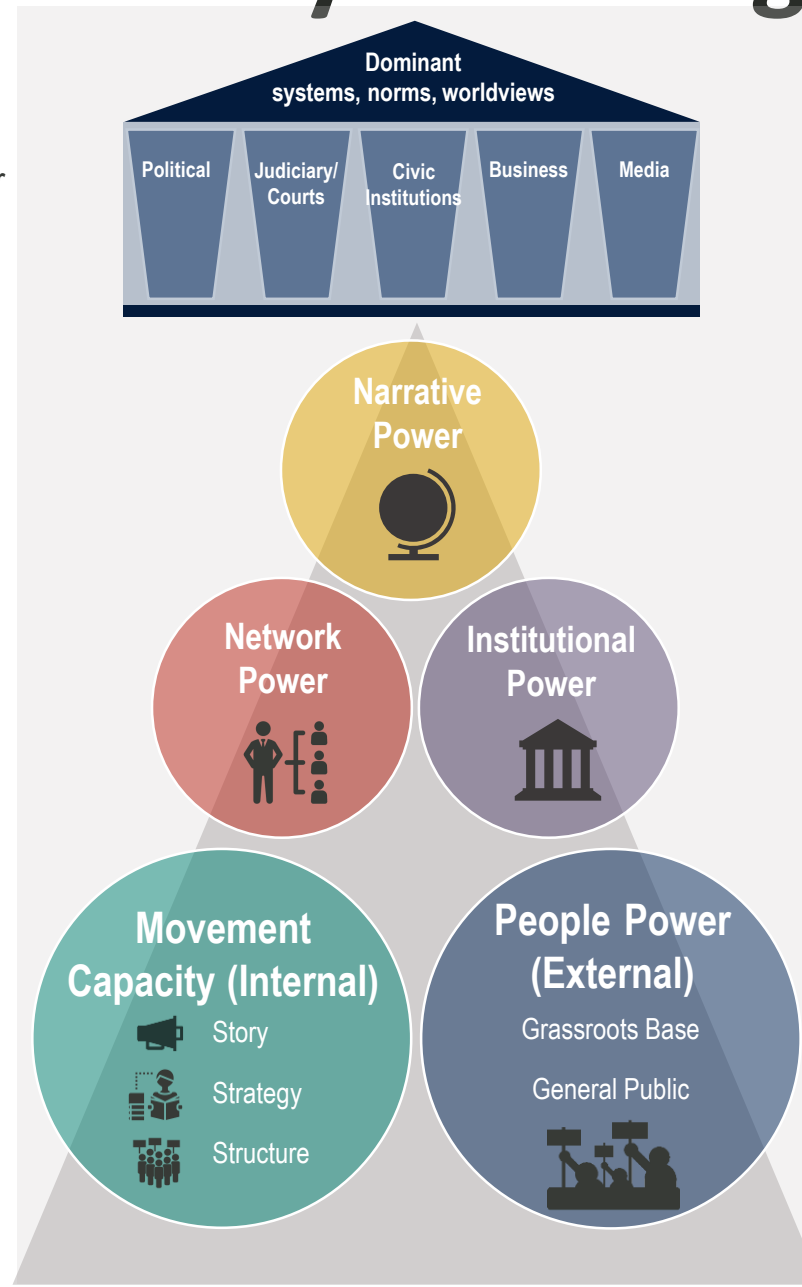
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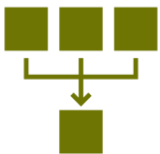
IMPLICATIONS FOR MEASUREMENT AND EVALUATION



Is there clarity about the most strategic or impactful entry points to support field development?



How are investments or efforts toward field building playing out?



What outcomes could result from particular strategies and investments?



What is the evidence of progress on expected or hoped-for outcomes?



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Movement Capacity Resources

These resources provide guidance for assessing the health and capacity of social movements.

- American Jewish World Service. **Mapping Social Movements.**
- Asian Communities for Reproductive Justice. 2009. **Movement Building Indicators.**
- Engler, Paul, Sophie Lasoff, Carlos Saavedra. 2018. **Funding Social Movements.**
- Global Fund for Women. 2018. **Measuring the Capacity of Social Movements.**
- Management Assistance Group. 2018. **Tool for Mapping Successful Movements.**
- Pastor, Manuel, Jennifer Ito, Rachel Rosner. 2011. **Metrics that Matter for Building, Scaling, and funding social movements.**