

# MOVEMENT BUILDING INDICATORS



## THE MOMENTUM SERIES

A project of EMERJ: Expanding the Movement  
for Empowerment and Reproductive Justice

## Volume 6

EMERJ is a national movement building initiative  
of Asian Communities for Reproductive Justice



**ACRJ**  
ASIAN COMMUNITIES FOR  
REPRODUCTIVE JUSTICE



## **MOVEMENT BUILDING INDICATORS**

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### **Volume V. Looking Both Ways:**

Women's Lives at the Crossroads of Reproductive Justice and Climate Justice

### **Volume VI. Movement Building Indicators**

**The Momentum Series** is a project of Expanding the Movement for Empowerment and Reproductive Justice (EMERJ) that supports movement building by engaging reproductive justice allies in collective action that builds synergy and coordination. Through these efforts, EMERJ is amplifying and supporting the groundbreaking work of reproductive justice groups and our allies.

The work of EMERJ is grounded in a long history of women of color leaders and organizations that have taken courageous and innovative action to demand an end to reproductive oppression in our communities and achieve a more just future. As a result of our collective work, the Reproductive Justice Movement is growing. Through this series of conversations and reports, EMERJ will gather and document successes and insights from the vast and diverse body of experience of reproductive justice allies. The Momentum Series is one of many ways in which EMERJ and other groups are making a contribution to reproductive justice movement building. Together we will continue to strengthen our collective capacity to build the social, political, and economic power required to make lasting change.

Momentum Series reports are available online at [www.reproductivejustice.org](http://www.reproductivejustice.org).

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# INTRODUCTION

*Movement Building Indicators* is a tool that supports reproductive justice organizations in our strategic thinking around planning and assessing our movement building work. Our experience is that a one size fits all approach to assessing change strategies overlooks both the real work of the processes that need to be put in place and the contributions of groups who are working deeply rather than at a scale of mass mobilization. This tool addresses four key areas of movement building that are core strengths of the Reproductive Justice Movement and can be further developed by articulating measurable goals within the reproductive justice framework:

- Policy Change
- Leadership Development
- Communications
- Relationship Building

For each of the areas, *Movement Building Indicators* lifts up the strengths of reproductive justice in the context of movement building including: a) building power and leadership of marginalized communities, b) applying an intersectional analysis, and c) bridging social justice sectors and breaking down silos. We believe that by articulating our own evaluative indicators, we support the movement itself as well as our funder allies in finding alignment in ways that benefit organizing within communities and within philanthropy. We hope and expect that the movement will continue to identify other core areas of movement building and collaboratively identify the indicators of success to which we hold ourselves accountable.

## Why Use It

Your reproductive justice organization can use *Movement Building Indicators* in several ways, including:

- Developing a shared language and analysis around movement building
- Building skills to think strategically about your movement building priorities
- Supporting program planning and evaluating the impact of your work
- Making the case to funders and encouraging them to incorporate these indicators into their evaluations

## Who Should Use It

We hope that *Movement Building Indicators* will be used by organizations far and wide to tell our stories in ways that go beyond traditional measurements of success. This tool is specifically created for reproductive justice organizations and social justice organizations doing reproductive justice work. Regardless of whether your organization identifies as a reproductive justice group or not, *Movement Building Indicators* will be most useful if your strategies are aligned with the reproductive justice framework, especially in terms of having an intersectional analysis. In addition, *Movement Building Indicators* is not an entry-level tool; it is designed for individuals and groups who engage in organizing and advocacy using the reproductive justice framework. If you are unsure, we recommend reading an important tool before getting started: *A New Vision for Advancing Our Movement for Reproductive Health, Reproductive Rights and Reproductive Justice* (available at [www.reproductivejustice.org/download.html](http://www.reproductivejustice.org/download.html)). While the indicators outlined here are specific to reproductive justice, the key areas and guiding questions for assessing, evaluating, and planning are applicable to many social justice sectors. Groups from other sectors can use the shifts described in this tool and develop their own indicators - or even redefine the shifts themselves. Remember that this tool is a living document and we encourage you to modify it as necessary!

## How It Works

*Movement Building Indicators* asks critical questions around overarching shifts in the four core areas of movement building. Within each of the shifts, you will be answering:

- Questions about processes that allow us to track and value the work of building capacity and infrastructure.
- Questions about outcomes that help us think about our impact.



PHOTO: CALIFORNIA LATINAS FOR REPRODUCTIVE JUSTICE

For both process and outcome questions, you'll see some sample indicators – these are just an illustration to get you thinking. You will need to identify your own indicators that are relevant to your work.

### What to Keep in Mind

- Community organizing is a core strategy of reproductive justice. While this edition of Movement Building Indicators does not have a section dedicated to community organizing, you will see that the indicators in each section are drawn from a community organizing context.
- This is not a prescriptive tool; it is a resource that you can modify for your own use.
- Different organizations are in different parts of their lifecycles, and the indicators you identify should match where you are now, not where you or others think you should be.
- All organizations have different priorities, so some aspects of the tool may be more useful to you than others.
- You can use this tool to strengthen your communications and documentation for funders.

## HOW THE TOOL CAME TO BE

In fall 2008, Expanding the Movement for Empowerment and Reproductive Justice (EMERJ) convened a Task Force\* of reproductive justice leaders who were interested in figuring out how to build our collective capacity to assess and track our movement building work. Over the following eight months, EMERJ facilitated a process of developing the indicators, and Task Force members sought and incorporated feedback from 13 allied organizations to ensure that the tool would be useful and relevant for a wide range of groups advancing reproductive justice on the ground. EMERJ then turned the indicators into the tool you're using today.

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*\*The Movement Building Indicators Task Force includes: Toni Bond-Leonard, Black Women for Reproductive Justice; Rocío Córdoba, California Latinas for Reproductive Justice; Silvia Henríquez, National Latina Institute for Reproductive Health; Kierra Johnson, ChoiceUSA; La'Tasha Mayes, New Voices Pittsburgh; Loretta Ross, SisterSong Women of Color Reproductive Health Collective; and Eveline Shen, Asian Communities for Reproductive Justice.*

# LEADERSHIP DEVELOPMENT

This part of the assessment focuses on leadership development. While we know that reproductive oppression affects everyone, certain communities experience its most profound impacts. As the Reproductive Justice Movement continues to grow, it is critical that women of color's leadership continues to be supported and developed along with communities whose experience of migration, sexual orientation, gender identity, age, disability, geography and economic injustice intersects with reproductive oppression.

Leadership of the most affected communities ensures that our movement building reflects lived experiences and builds capacity where it is most needed. It also inspires our communities to take a stand against reproductive oppression and builds a broad and strong base of support for the movement. When we try to address reproductive oppression without the leadership of communities that are most affected, we find that solutions often fail to reach the most marginalized communities or ignore the realities of people's lived experiences. Additionally, leadership development is key to sustaining our movement. By investing in leadership development, we create a pipeline for new leadership when seasoned leaders take on new roles or transition out of the movement.

## **Movement Building and Reproductive Justice Aspects of Leadership Development**

1. **Building grassroots leadership.** At the core of reproductive justice is the belief that communities that are affected by reproductive oppression must provide leadership in developing and implementing solutions. Therefore, it is critical that we integrate and support grassroots leaders throughout our organizing and movement building efforts
2. **Reflecting the breadth and diversity of our communities.** Reproductive justice requires that our leadership development efforts lift up and support the leadership of those who are marginalized within our communities. This work may entail specific programming for youth, LGBTQ folks, immigrants and refugees, elders, people with disabilities, etc.
3. **Providing skills and support to address wedge issues and build critical thinking skills.** Our communities are not immune from polarizing wedge strategies, stereotypes and myths that have historically been used to enforce reproductive oppression. And our best defense against these tactics and beliefs is building the capacity of our communities through leaders with the skills and experience to address them head on.





4. **Supporting leaders over the long haul.** Our commitment to leaders must match the long-term nature of the struggle for reproductive justice. Rather than training volunteers for specific tasks to carry out a particular campaign, reproductive justice organizations must continue to work with volunteer leaders over time and systematically support their increasing leadership in both the organization and the movement overall.

Many reproductive justice organizations are breaking new ground in terms of leadership development. If you would like to read stories about some innovative leadership development approaches and the impact they have on organizing for justice, check out *Intersections at the Grassroots: Insights for Organizing for Reproductive Justice, Youth Leadership, and Immigrant and Refugee Rights* ([http://www.reproductivejustice.org/ACRJ\\_Intersections\\_at\\_the\\_Grassroots.pdf](http://www.reproductivejustice.org/ACRJ_Intersections_at_the_Grassroots.pdf)).

### Organizational Considerations

Each organization using this assessment will want to put their work around leadership development in the context of their own work and community. The shifts outlined in this part of the assessment ask us to think about leadership development in a number of ways.

- Whoever our community is, our leadership development work is empowering new activists to become part of the movement for change. By naming the communities we are empowering, we show our unique contribution to building a broad and deep movement for social justice and human rights.
- We must consider the scale of our leadership development work in the context of the work we are doing. While we often feel pressured to produce impressive numbers, we know that our leaders must overcome overwhelming day-to-day needs. The movement is strengthened by quality engagement with leaders as opposed to simply quantity.
- Organizations will want to identify the specific kinds of wedge issues that impact our ability to move a reproductive justice agenda and explore how our leadership development approaches increase the capacity of our communities to grapple effectively with these issues.
- Leadership takes many different forms based on the roles people play in the movement. We value the leadership of folks behind the scenes as well as those in front. We understand that leaders need development and support whether they are grassroots volunteer leaders, program staff or Executive Directors of established organizations. The shifts outlined in this part of the assessment ask us to think about leadership development in all of these ways.

**Remember:** These questions and sample indicators are designed to support our strategic thinking and evaluation. No one organization *can* or *should* be able to do everything outlined in the assessment. But if each of our organizations can be strategic about our priorities, we can continue to build a strong and vibrant movement together.

**Directions:** Use the chart below to assess your organization's leadership capacity, commitment and process. We have provided indicator examples – fill in the chart with your own indicators that are relevant to your work.

**Increased CAPACITY to engage in leadership development.**

► **PRIMARY QUESTION:** How is our organization building the knowledge, systems, and experience necessary to engage in leadership development?

GUIDING PROCESS QUESTIONS		INDICATORS
<p>Do we have knowledge of and relationships with the community we are a part of?</p>	<p style="text-align: center;">EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ # staff and board members who are part of the community we serve.</li> <li>▪ # of long-term relationships with X organizations and leaders in the community.</li> <li>▪ Engaged with this community for # years.</li> <li>▪ Ongoing X activities give us knowledge and relationships with community.</li> </ul>	
<p>What planning processes have we used to ensure that our leadership development program supports our program goals?</p>	<p style="text-align: center;">EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ Identified leadership development strategies and capacity (outcomes include...).</li> <li>▪ Evaluated previous leadership development processes and set X goals based on assessment.</li> <li>▪ Assessed current campaign and identified key leadership roles needed.</li> <li>▪ Assessed and set ratio of support people to leaders and developed X systems for managing relationships and leadership development.</li> </ul>	

<p><b>GUIDING PROCESS QUESTIONS</b></p>	<p>Are we building skills and experience in leadership development strategies?</p>	<p><b>INDICATORS</b></p>	<ul style="list-style-type: none"> <li>▪ X staff or leaders have expertise in Y aspects of leadership development.</li> <li>▪ Past graduates of leadership development program lead current program or provide strategic leadership.</li> <li>▪ # staff or leaders attend X leadership development trainings.</li> <li>▪ Assessed previous leadership development process (outcomes include...).</li> </ul>
<p><b>GUIDING OUTCOME QUESTIONS</b></p>	<p>Do we have a model of leadership development that is replicable?</p>	<p><b>INDICATORS</b></p>	<ul style="list-style-type: none"> <li>▪ Our leadership development model includes X components.</li> <li>▪ Developed political education curriculum on X issues.</li> <li>▪ X leaders are prepared and supported to develop new leaders.</li> <li>▪ Our leadership development model is integrated into our program work in X ways.</li> </ul>

**Increased leadership from GRASSROOTS COMMUNITIES that are most impacted by reproductive oppression.**

► **PRIMARY QUESTION:** Are more individuals from grassroots communities engaged in leadership roles in reproductive justice organizing?

<b>GUIDING PROCESS QUESTIONS</b>		<b>INDICATORS</b>
<b>What did we do to recruit potential leaders? What specific communities were critical in our outreach and why?</b>		<ul style="list-style-type: none"> <li>▪ # recruitment activities in # neighborhoods and with # allied organizations.</li> <li>▪ # one on one meetings with grassroots community members.</li> <li>▪ Recruitment integrated into X ongoing program activities.</li> <li>▪ Recruitment reflects the diversity of the issue and community in X ways.</li> </ul>
<b>What systems, materials, or programs did we need to develop or build in order to train new leaders?</b>		<ul style="list-style-type: none"> <li>▪ Creation of leadership development curriculum.</li> <li>▪ Increased staffing to support X week leadership development series.</li> <li>▪ # new collaborative relationships with organizations that participated as trainers in leadership development series.</li> <li>▪ Increased leadership development opportunities in program activities.</li> </ul>

<p><b>GUIDING PROCESS QUESTIONS</b></p> <p>What tracking and communications systems do we have or need to develop to stay in contact with leaders?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>▪ Increased database capacity to track leadership development activities.</li> <li>▪ Developed tracking system to stay in contact with former &amp; current leaders.</li> <li>▪ Online communications system developed and implemented.</li> <li>▪ Established phone tree for rapid response and communication with leaders.</li> </ul> <p>EXAMPLES</p>
<p><b>GUIDING OUTCOME QUESTIONS</b></p> <p>How many new leaders did we train?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>▪ # people from targeted communities finished leadership development series.</li> <li>▪ # people increased X skills through program activities.</li> <li>▪ # people attended # ongoing political education &amp; strategy sessions on X.</li> <li>▪ # people attended X conferences or workshops.</li> </ul> <p>EXAMPLES</p>

GUIDING OUTCOME QUESTIONS	INDICATORS
<p>What grassroots communities are represented in the movement as a result of our leadership development work?</p>	<p>EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ X community is now participating in Y issue campaign.</li> <li>▪ X organization serving Y community is an ongoing partner in leadership development program.</li> <li>▪ X communities have actively engaged in identifying leaders to work with us.</li> <li>▪ Relationships built with Y new communities.</li> </ul>
<p>What leadership positions are new leaders taking on in our organization or the movement overall?</p>	<p>EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ X graduates of leadership development series are serving on campaign committees.</li> <li>▪ X graduates of leadership development series are acting as trainers for next series.</li> <li>▪ X graduates of leadership development series testified at city council hearings on Y issue.</li> <li>▪ X graduates of leadership development series hired as program staff for allied social justice organizations.</li> </ul>

**Increased leadership capacity and commitment to Reproductive Justice and Social Change in the LONG-TERM.**

► **PRIMARY QUESTION:** Are leaders and activists engaged in reproductive justice work and social change work beyond the initial engagement with our organization?

<b>GUIDING PROCESS QUESTIONS</b>		<b>INDICATORS</b>
<p>How did we increase leaders' levels of responsibility and involvement?</p>	<p>EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ Conducted one-on-ones to identify leaders' interests and encouraged them to take leadership roles.</li> <li>▪ Provided opportunities for leaders to take on leadership roles of training, speaking, etc.</li> <li>▪ Formed a leadership advisory board for X program.</li> <li>▪ Added X new leaders to the Board of the organization.</li> </ul>	
<p>How did we increase leaders' capacity to do reproductive justice and social change work in an ongoing way?</p>	<p>EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ Conducted leadership development trainings for leaders who have been with us over 1 year to increase their capacity to do X (facilitate meetings, policy advocacy, research and analysis, political education).</li> <li>▪ Supported # leaders in attending X conferences.</li> <li>▪ Provided one-on-one leadership support to # leaders in # campaigns.</li> <li>▪ Provided opportunity for # leaders to participate in activities of X allied organizations.</li> </ul>	



<p><b>GUIDING OUTCOME QUESTIONS</b></p>	<p>How have leaders increased their level of involvement or responsibility?</p>
<p><b>INDICATORS</b></p>	<ul style="list-style-type: none"> <li>▪ # leaders from previous campaign are now taking on increased roles within the organization including X (e.g., facilitation roles at meetings, setting agenda, public speaking, etc.).</li> <li>▪ # leaders are training a group of their peers to organize around upcoming policy campaigns.</li> <li>▪ # leaders are leading relationship building with X organizations or community leaders.</li> <li>▪ # leaders are providing leadership within X networks or coalitions.</li> </ul>
<p><b>EXAMPLES</b></p>	This area is intentionally left blank for user input

**Increased leadership capacity to effectively address WEDGE ISSUES.**

- ▶ **PRIMARY QUESTION:** Are staff and community leaders able to effectively deal with wedge issues in their communities and use an RJ framework to bring communities together across issues and interests?

<p><b>GUIDING PROCESS QUESTIONS</b></p> <p>How did we train and prepare community leaders and staff to understand and identify wedge issues?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>▪ Conducted research to better understand X wedge issues in Y communities.</li> <li>▪ Developed messages and materials that address X wedge issues.</li> <li>▪ Conducted # trainings on leading discussions and facilitating political education in a non-judgmental manner.</li> <li>▪ Developed &amp; implemented # trainings on intersectionality &amp; connection of reproductive justice to other issues.</li> </ul> <p>EXAMPLES</p>
<p><b>GUIDING OUTCOME QUESTIONS</b></p> <p>Are community leaders and staff able to provide leadership around the connection of reproductive justice issues with other social justice issues and other communities?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>▪ # leaders did in-depth discussions with peers about how abortion access connects to their everyday lives.</li> <li>▪ Leadership Advisory Council developed reproductive justice messages &amp; voter guide on multiple ballot initiatives.</li> <li>▪ # leaders played key role in negotiating a relationship with X organization that was challenged by X wedge issue.</li> <li>▪ Participated in joint grassroots advocacy on X issues that have traditionally wedged our communities.</li> </ul> <p>EXAMPLES</p>

**Increased leadership capacity by STAFF of reproductive justice organizations.**

- ▶ **PRIMARY QUESTION:** Is our organization increasing the capacity of staff to provide increased and more effective leadership in our organization and in the Reproductive Justice Movement?

<p><b>GUIDING PROCESS QUESTIONS</b></p> <p>How have we developed and implemented plans for staff development?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>▪ Conducted individual assessments and integrated staff development plans into annual work plans.</li> <li>▪ Increased cross-program integration to increase skills and capacity of individual staff and programs.</li> <li>▪ Provided opportunities for analysis and skill development through X trainings, programs, and activities.</li> <li>▪ Developed a leadership transition plan for the organization.</li> </ul> <p>EXAMPLES</p>
<p><b>GUIDING OUTCOME QUESTIONS</b></p> <p>How has increasing staff capacity increased organizational and movement capacity?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>▪ X programs (organizing, fundraising, administration) have grown in Y ways.</li> <li>▪ Organization participating and providing leadership in X networks/coalitions.</li> <li>▪ X staff providing training or TA to other organizations on Y issues or skills.</li> <li>▪ # staff have taken on new and expanding roles in the organization in X ways.</li> </ul> <p>EXAMPLES</p>

# POLICY ADVOCACY

This part of the assessment challenges us to evaluate our work to improve policies that affect our communities. The Reproductive Justice Movement is achieving proactive policy change while also defending against harmful legislation and ballot initiatives using a wide range of strategies. This section focuses on advocating directly with decision-makers to achieve policies that increase the ability of our communities to thrive.

## Movement Building and Reproductive Justice Aspects of Policy Change

1. **Linking individual reproductive health and rights to broader systems of oppression.** A reproductive justice policy approach values the wholeness of individuals and our relationship to families and communities. It connects immigration policy to access to healthcare. It shows the relationship between putting more people in prison and our ability to support our families. It asserts that toxins in our workplaces compromise our reproductive health and rights. In other words, reproductive justice policy work looks for solutions that lift up our communities based on the complexities of the challenges we face.
2. **Challenging cultural assumptions and ideas.** So many times we look at a policy debate and realize that no one is saying anything that is relevant to our communities. This is because policy discussions happen in a cultural context that often reinforces a worldview that does not include reproductive justice. For instance, when both sides of a policy debate demonize young mothers of color or when both sides of an abortion debate do not recognize the reality of forced sterilization - we experience a worldview that doesn't include the experiences of our communities. A reproductive justice approach to policy change will begin to shift worldviews as well as policies.



3. **Building power for marginalized communities.** Reproductive justice policy change emerges from the leadership of communities most affected by reproductive oppression. This approach to change is based in the value of inclusion in identifying problems, developing policy solutions and implementing change. This strategy ensures that policy campaigns are effective in terms of actually addressing problems in ways that result in meaningful change for our communities as well as strengthening the ability of our communities to continue to press for long-term change.

For organizations engaged in state-level policy, *Mapping our Rights* (<http://www.mappingourrights.org/>) is SisterSong's web-based tool to help organizations understand and track a range of reproductive health, rights, and justice policies in our states. If you would like to read stories about the policy work of other reproductive justice organizations, check out *Winning Reproductive Justice: Contribution to Policy Change from the Reproductive Justice Movement* ([http://www.reproductivejustice.org/ACRJ\\_Winning\\_RJ.pdf](http://www.reproductivejustice.org/ACRJ_Winning_RJ.pdf)).

### **Organizational Considerations**

Reproductive justice organizations engage in policy change at many different levels. For some organizations, it is our primary focus or strategy and for others we know that policies are affecting our communities but our energies are focused elsewhere. Some of us who work on changing policies focus on the local level while others engage at the state or federal level. In addition, some organizations link their policy change work to the international human rights framework. All these levels of engagement are important and the strength of the Reproductive Justice Movement depends on each of our organizations doing our part instead of trying to do everything.

The shifts outlined in this section of the assessment are designed to clarify core reproductive justice values and support our strategic thinking in both planning and evaluating our



policy work. It will be important for you to clarify what level of policy your organization is engaged in and identify what indicators make sense based on your organization's mission and strategies. If your organization is new to policy advocacy, you will want to identify indicators where you are increasing capacity in this area. In addition, each organization will want to define the specific communities that you represent and the allies you are trying to work with. The necessity of our work and our contributions to progressive social change are highlighted and magnified when we are clear about our role in empowering our communities (e.g. women of color, queer and transgender youth, immigrants and refugees, incarcerated parents) to participate in making and implementing the policies that affect ourselves, our families, and our communities.

Finally, while direct campaigning for and against candidates is a powerful tool in policy advocacy, this tool does not explore these strategies.

**Remember:** These questions and sample indicators are designed to support our strategic thinking and evaluation. No one organization *can* or *should* be able to do everything outlined in the assessment. But if each of our organizations can be strategic about our priorities, we can continue to build a strong and vibrant movement together.



*Directions: Use the chart below to assess your organization's policy change capacity, commitment and process. We have provided indicator examples – fill in the chart with your own indicators that are relevant to your work.*

**SHIFT toward our organization having more CAPACITY to engage in policy change.**

► **PRIMARY QUESTION:** Is our organization building the knowledge, systems, and experience necessary to engage in policy change strategies?

<p><b>GUIDING PROCESS QUESTIONS</b></p> <p>Do we have systems and processes that support our policy change strategies?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>▪ Developed a system and related process for identifying annual RJ policy priorities.</li> <li>▪ Formed 501(c)(4) to move policy agenda through lobbying activities.</li> <li>▪ Developed staff development plan to increase skills around policy advocacy.</li> <li>▪ Created research guide for identifying model policy.</li> </ul> <p style="text-align: right;">EXAMPLES</p>
<p><b>GUIDING OUTCOME QUESTIONS</b></p> <p>How have we increased our capacity to engage in policy change?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>▪ Staff received X training hours around lobbying and policy advocacy.</li> <li>▪ Developed a database for tracking all advocacy activities.</li> <li>▪ Hired a lobbyist for the duration of the legislative session.</li> <li>▪ Joined the statewide progressive network that provides both research and lobbying support.</li> </ul> <p style="text-align: right;">EXAMPLES</p>

**SHIFT toward the development of a reproductive justice POLICY AGENDA.**

► **PRIMARY QUESTION:** Does our organization have a clear reproductive justice policy agenda that has been influenced and shaped by engagement with our community?

<p><b>GUIDING PROCESS QUESTIONS</b></p> <p>Do we have systems and processes that ensure our communities are engaged in shaping our policy agenda?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>▪ Convened # community meetings and focus groups to identify and develop policy priorities.</li> <li>▪ Implemented a community based participatory research project with # individuals to identify policy priorities.</li> <li>▪ Developed a reproductive justice policy task force to develop our annual policy strategy and priorities.</li> <li>▪ Partnered with # allied organizations to convene a community policy summit to develop our policy agenda.</li> </ul> <p>EXAMPLES</p>
<p><b>GUIDING OUTCOME QUESTIONS</b></p> <p>Are core policy goals, annual policy priorities, and key policy initiatives clearly identified and communicated?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>▪ Completed policy platform that identifies both short-term and long-term priorities for our organization.</li> <li>▪ Developed strategic communication plan &amp; key messages for policy- makers.</li> <li>▪ Created and disseminated a policy briefing book that outlines the policy agenda within the context of our reproductive justice framework.</li> <li>▪ Developed a strategic plan to achieve our policy platform through grassroots electoral and advocacy strategies.</li> </ul> <p>EXAMPLES</p>



**Shift toward ENGAGEMENT OF OUR COMMUNITIES in developing, changing and implementing policies that support our communities.**

► **PRIMARY QUESTION:** How have our community and allies been directly and actively engaged in moving our reproductive justice policy agenda?

<b>GUIDING PROCESS QUESTIONS</b>		<b>INDICATORS</b>
<b>Have we developed the leadership of our community to directly and actively engage in our policy work?</b>		<ul style="list-style-type: none"> <li>▪ # community members trained and prepared to engage in policy process.</li> <li>▪ Trained # of community leaders “new” to the RJ advocacy and policy work that were trained.</li> <li>▪ # trainings on these issues and skills.</li> <li>▪ See also <i>Leadership Development Indicators, page 7.</i></li> </ul>
<b>Have materials, strategies and activities been developed to promote community education and engagement?</b>		<ul style="list-style-type: none"> <li>▪ Developed clear campaign plan with community mobilization strategies.</li> <li>▪ Developed culturally and linguistically competent policy and popular education materials and strategies to reach our target communities and allied organizations.</li> <li>▪ Developed web 2.0 communications strategy to both educate and mobilize community members.</li> <li>▪ Tested community education materials with core campaign leadership.</li> </ul>

EXAMPLES

EXAMPLES

<p><b>GUIDING PROCESS QUESTIONS</b></p>	<p>Did we create or participate in processes designed to build new alliances or coalitions with current and potential allies?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>• Developed an advocacy plan that identifies target organizations, coalitions, and leaders for our policy campaigns.</li> <li>• Developed a mapping tool for identifying organizations, coalitions, and leaders representing key constituencies to target with the RJ policy priorities platform and specific policy advocacy campaigns.</li> <li>• Developed a follow-up mechanism and communications plan for sustaining and deepening relationships with key allied organizations and leaders representing key constituencies.</li> <li>• # conference calls with progressive allies to align advocacy efforts.</li> </ul> <p>EXAMPLES</p>
<p><b>GUIDING OUTCOME QUESTIONS</b></p>	<p>How was our community directly and actively engaged in moving our policy agenda?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>• # community members participated in our campaign committee, which guided the strategy and implementation of the campaign.</li> <li>• # of contacts (postcards, emails, letters, one-on-ones) by community leaders with policymakers.</li> <li>• # leaders provided testimony on our priority policies.</li> <li>• # community members mobilized for our Day of Action.</li> </ul> <p>EXAMPLES</p>

<p><b>GUIDING OUTCOME QUESTIONS</b></p>	<p>How were our allies directly and actively engaged in moving our policy agenda?</p>
<p><b>INDICATORS</b></p>	<p>EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ # organizations partnered with us in influencing policymakers.</li> <li>▪ # signed up # of their constituents in support our policy agenda.</li> <li>▪ # community members who participated in allied organization's activities.</li> <li>▪ # organizations have formed an ongoing network to ensure collaboration on future policy efforts.</li> </ul>

<p><b>Shift toward strategic engagement with REPRODUCTIVE RIGHTS and HEALTH groups around policy change.</b></p>	<p>▶ <b>PRIMARY QUESTION:</b> See <i>Relationship Building Indicators</i>, page 45</p>
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**Shift toward INFLUENCING POLICYMAKERS to support RJ policy initiatives.**

► **PRIMARY QUESTION:** Is our organization educating and influencing policymakers to implement our reproductive justice policy agenda?

<b>GUIDING PROCESS QUESTIONS</b>		<b>INDICATORS</b>
<p>Have we assessed and mapped decision makers around their leadership and voting records on our issues?</p>	<p style="text-align: right;">EXAMPLES</p>	<ul style="list-style-type: none"> <li>▪ Conducted research/assessment of decision makers.</li> <li>▪ Developed criteria or ranking for policymakers to measure level of support.</li> <li>▪ Developed tracking system that will allow us to measure shifts over time.</li> <li>▪ Identified internship opportunity through local university to support research and tracking.</li> </ul>
<p>Have tailored policymaker education materials or other tools been developed to advance our policy agenda?</p>	<p style="text-align: right;">EXAMPLES</p>	<ul style="list-style-type: none"> <li>▪ Developed education materials that:                             <ul style="list-style-type: none"> <li>▪ create new entry points for policymakers;</li> <li>▪ support “pro-choice” policymakers in embracing RJ values; or</li> <li>▪ demonstrate the intersection of our policy agenda with issues the policymaker has prioritized in the past.</li> </ul> </li> <li>▪ Developed a strategic communications plan that identifies effective tools and dissemination methods for influencing targeted policymakers.</li> </ul>

GUIDING OUTCOME QUESTIONS	INDICATORS
<p>Are decision makers more educated about our policy agenda and our reproductive justice framework?</p>	<p>EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ # policymakers received materials on policy agenda.</li> <li>▪ # policymakers received in-person briefings or training on policy agenda.</li> <li>▪ # policymakers received # contacts from constituents (emails, letters, calls, personal visits).</li> <li>▪ # media hits from op-eds, press conferences, or press releases provided opportunities for policymaker education.</li> </ul>
<p>How did we impact the terms of the debate around our policy platform?</p>	<p>EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ Public record of policy debates shows core RJ values in X ways.</li> <li>▪ Our organization or issue quoted by X policymaker in committee meeting.</li> <li>▪ # media hits resulting from op-eds, press conferences, or press releases that introduced RJ analysis into public frame of this issue.</li> <li>▪ # policymakers at # town hall meetings were forced to answer questions regarding our policy agenda.</li> </ul>

GUIDING OUTCOME QUESTIONS	INDICATORS
<p>Are policymakers taking on leadership roles to promote our policy platform?</p>	<p>EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ # policymakers who introduced policy or spoke publicly in favor of our policy agenda.</li> <li>▪ # policymakers who voted in support of our policy agenda.</li> <li>▪ # “pro-choice” policymakers who made a public connection to the reproductive justice framework or values.</li> <li>▪ # swing policymakers who shifted their positions on our policy platform from previous years.</li> </ul>
<p>What shifts have occurred in policy or practice as a result of our advocacy with policymakers?</p>	<p>EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ # bills introduced and made it to committee discussion.</li> <li>▪ # bills were passed.</li> <li>▪ # bills, which would harm our communities, were stopped.</li> <li>▪ Guidelines, regulations, or local practices for X agency have been revised.</li> </ul>

<p><b>GUIDING OUTCOME QUESTIONS</b></p>	<p>How have we been able to hold policymakers accountable to policy decisions?</p>	<p>EXAMPLES</p>
<p><b>INDICATORS</b></p>	<ul style="list-style-type: none"> <li>▪ Documented lack of implementation or enforcement of X policy.</li> <li>▪ Secured funding for implementation of X policy.</li> <li>▪ Monitoring task force on X created by legislature.</li> <li>▪ Secured participation of Y legislative ally in local implementation committee for X.</li> </ul>	

# COMMUNICATIONS

This part of the assessment focuses on communications. Communications is fundamental to building the movement for reproductive justice in terms of being able to frame our issues, articulate our policy agendas, mobilize our base, work with our allies, cultivate resources and influence the terms of the debate in the media and public discourse.

## Movement Building and Reproductive Justice Aspects of Communications

1. Framing issues in ways that reflect the values, priorities, and strengths of our communities. For messages to resonate in our community and support other strategies for change, we know that they need to respond to our communities' key values and priorities. The most effective messages are proactive and portray positive reflections of our communities' various strengths. By contrast, traditional framing of some critical reproductive justice issues such



as sexuality education or parental notification are at times based in messages that are deficit-based and therefore not helpful to our communities. For example, stereotypes about teen parents of color or about sexuality in our communities have traditionally been used to win short-term political victories at the expense of building long-term support in our communities.

2. Naming and describing issues that impact our communities. Many of the issues that most impact our communities' reproductive health and well-being are frequently not understood as reproductive justice issues. For example, public dialogues about immigration policy, health care reform, or climate change usually ignore the particular impacts of these issues on women of color and other marginalized communities. In this case, communication strategies that frame and message the realities of how these issues connect and intersect with reproductive justice are crucial.



3. **Developing the capacity of our communities to speak for themselves.** Communication strategies that build the movement for reproductive justice are not only about what we are saying - we must also prioritize whose voices are heard as well as identify key audiences to hear the messages. We want to integrate our communications work in to our organizing and leadership development strategies in order to ensure that our communities are building the skills and capacity to communicate about the challenges they experience and the solutions they seek.

### Organizational Considerations

Ideally, communications capacity and strategies will be integrated into all aspects of our work. However, we know that many organizations are new to communications whether we are figuring out how to create our first brochure or deciding whether we should Facebook, Twitter, YouTube, blog, etc. Meeting the communication challenges ahead of us requires that we are strategic about understanding the best vehicles for reaching our audiences and developing the capacity to use these vehicles well. As you fill out this part of the assessment and develop your indicators of success, be realistic about what audiences you are trying

to reach and what capacity you need to build in order to do so. If your organization is new to communications, it may make sense to focus your indicators on the ways you are building capacity. If your key audiences are frequently online, you will want to identify how you are using web-based strategies. And if your organization is wondering how to meet your communication goals within a tight budget, then your indicators can reflect the creative work you are doing to connect with other organizations to share resources and have a greater impact.



**Remember:** These questions and sample indicators are designed

to support our strategic thinking and evaluation. No one organization *can* or *should* be able to do everything outlined in the assessment. But if each of our organizations can be strategic about our priorities, we can continue to build a strong and vibrant movement together.

**Directions:** Use the chart below to assess your organization's communications capacity, commitment and process. We have provided indicator examples – fill in the chart with your own indicators that are relevant to your work.

**Increased use of FRAMING & MESSAGES that convey the values of reproductive justice and the stories of our communities.**

► **PRIMARY QUESTION:** Are we influencing the ways in which our communities and issues are described and discussed in the public sphere?

GUIDING PROCESS QUESTIONS	INDICATORS
<p>Are we developing a frame and messages that arise from the experience of our communities?</p>	<p style="text-align: right;">EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ # focus groups and surveys with constituents to develop messaging.</li> <li>▪ Conducted community-based research project to develop data and framing for X campaign.</li> <li>▪ Developed story bank of # stories through one-on-ones with constituents and membership meetings.</li> <li>▪ X leaders/members participated in developing talking points for lobbying visits.</li> </ul>
<p>Are we developing and implementing communication tools and strategies that will effectively influence how our communities and issues are understood?</p>	<p style="text-align: right;">EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ Developed values-based frames to serve as a foundation for all our communication strategies.</li> <li>▪ Conducted focus groups, surveys, or polling on our key messages.</li> <li>▪ Developed relationships with X audiences (media, allies, constituent leaders).</li> <li>▪ Developed tailored frames and messages to use with key constituencies.</li> </ul>

GUIDING OUTCOME QUESTIONS	INDICATORS
<p>Have we been able to shift sentiment within our target audiences?</p>	<ul style="list-style-type: none"> <li>▪ X allies took a stand on our issue for the first time.</li> <li>▪ X community leaders identified our issue as a wedge issue in our community &amp; encouraged a proactive response.</li> <li>▪ % increase in participation in community forums.</li> <li>▪ Community-based participatory research shows X shifts in sentiment within Y communities.</li> </ul>
<p>How have we changed the public debate of our communities and issues?</p>	<ul style="list-style-type: none"> <li>▪ X decision maker quoted our research and messaging in public debate.</li> <li>▪ X editorial boards have taken a position in support of our issue.</li> <li>▪ # media hits from # media outlets.</li> <li>▪ X organizations have highlighted our issue in public communications.</li> </ul>

**Increased internal CAPACITY to use communication strategies.**

- ▶ **PRIMARY QUESTION:** Is our organization building the knowledge, systems, and experience that are necessary to engage multiple communication strategies?

<b>GUIDING PROCESS QUESTIONS</b>		<b>INDICATORS</b>
<p>Are we aware of our own communication capacities and the capacities that we need to build?</p>		<ul style="list-style-type: none"> <li>▪ Conducted a communications assessment.</li> <li>▪ Identified key audiences.</li> <li>▪ Developed a strategic communications plan with clear goals, objectives and timelines.</li> <li>▪ Surveyed members and allies to assess current communication strengths and weaknesses of our program.</li> </ul>
<p>Are we building the skills and experience of staff and leaders to engage in communications?</p>		<ul style="list-style-type: none"> <li>▪ Integrated communications training and skill building opportunities into our leadership development program.</li> <li>▪ Hired new staff with communications experience.</li> <li>▪ Hosted a media training for staff and leaders.</li> <li>▪ Integrated communications skill building opportunities into X campaign plan.</li> </ul>

GUIDING OUTCOME QUESTIONS	INDICATORS
<p>Are we implementing strategies to increase our communications capacity?</p>	<p>EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ Revamped database and instituted regular updates to increase capacity for online communications.</li> <li>▪ # staff and leaders built core communications capacity in X areas.</li> <li>▪ Built relationship with X communications consultant to support our communications work.</li> <li>▪ Hired X new staff with communications expertise.</li> </ul>
<p>How have we increased member or constituent engagement in our communication strategies?</p>	<p>EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ X leaders carried out Y communications with Z audiences.</li> <li>▪ Content of organizational newsletter developed by key leaders.</li> <li>▪ X leaders serving as key spokespeople for the organization.</li> <li>▪ Key messages tested and refined based on constituent focus groups.</li> </ul>

<p><b>GUIDING OUTCOME QUESTIONS</b></p>	<p>Are our programs and organizing strategies reflecting our integration of communications throughout the organization?</p>
<p><b>INDICATORS</b></p>	<ul style="list-style-type: none"> <li>▪ Constituent leaders actively engaged in communication activities in X ways.</li> <li>▪ All program areas have developed and are implementing X communication strategies.</li> <li>▪ X activities shifted in order to better meet our communication goals.</li> <li>▪ Developed and implemented messaging protocol for issue campaigns.</li> </ul>

EXAMPLES

**Increased communication with and among MEMBERS or CONSTITUENTS.**

► **PRIMARY QUESTION:** Is our organization in regular and effective communication with and among our members or constituents?

<b>GUIDING PROCESS QUESTIONS</b>		<b>INDICATORS</b>
<p>How do we regularly and effectively communicate with our members or constituents?</p>	<p style="text-align: right;">EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ Disseminated # online and # hardcopy newsletters to # members.</li> <li>▪ Held # membership meetings to develop key messages around X campaign.</li> <li>▪ Regularly updated website.</li> <li>▪ Created &amp; tested rapid response email &amp; phone bank system for campaign.</li> </ul>	
<p>How do we regularly and effectively engage our members and constituents in dialogue with the organization and with each other?</p>	<p style="text-align: right;">EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ Campaign committees engaged in message development and communication strategies.</li> <li>▪ X leaders conducted one-on-one meetings with # constituents to develop shared language and definitions.</li> <li>▪ Members/constituents surveyed on a regular basis.</li> <li>▪ X leaders participated in Y communications with our allies.</li> </ul>	

GUIDING OUTCOME QUESTIONS	INDICATORS
<p>How have we increased our ability to engage and mobilize our members/constituents through communications?</p>	<p>EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ Received # responses to article in newsletter from members &amp; constituents.</li> <li>▪ Recruited # new leaders through email invitations and phone banks using new messages for X training.</li> <li>▪ # leaders developed and carried out our media strategy on X campaign.</li> <li>▪ # voter id's were made through phonebanking and doorknocking.</li> </ul>
<p>How have we increased communication between constituents and with the organization?</p>	<p>EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ # new members recruited through 1-on-1s by leaders using key messages.</li> <li>▪ X leaders brought # allies to our collaboration through using key frames.</li> <li>▪ % increase in feedback to membership survey.</li> <li>▪ # new campaign issues identified through membership meetings.</li> </ul>



**Increased communications within the movement and with ALLIES**

► **PRIMARY QUESTION:** Is our organization in regular and effective communication with reproductive justice and social justice allies?

<p><b>GUIDING PROCESS QUESTIONS</b></p> <p>How do we regularly and effectively communicate with our movement allies?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>▪ Disseminated # online and # printed newsletters to # members and allies which included updates from ally organizations.</li> <li>▪ Held # issue briefing exchanges with # organizational allies.</li> <li>▪ Updated website regularly.</li> <li>▪ Created &amp; tested rapid response email &amp; phone bank system for campaign.</li> </ul> <p style="text-align: right;">EXAMPLES</p>
<p><b>GUIDING OUTCOME QUESTIONS</b></p> <p>How have we increased strategic collaboration with allies through communications?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>▪ # organizations are communicating regularly around X issue.</li> <li>▪ # organizations included updates on our campaign in their newsletter and vice versa.</li> <li>▪ # organizations have taken a public position on our issue campaign.</li> <li>▪ X organization made us aware of a funding or organizing opportunity as a result of our regular communication.</li> </ul> <p style="text-align: right;">EXAMPLES</p>

**Increased strategic communication with POLICY MAKERS?**

▶ **PRIMARY QUESTION:** See *Policy Advocacy Indicators*, page 19.

**Increased strategic communications with FUNDERS.**

▶ **PRIMARY QUESTION:** Is our organization in regular and strategic communication with institutional funders and individual donors to increase support for the Reproductive Justice Movement?

<p><b>GUIDING PROCESS QUESTIONS</b></p> <p>Are we developing systems and relationships to regularly and effectively communicate with funders and donors?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>▪ Met one-on-one with # funders and individual donors.</li> <li>▪ Sent # updates to funders during the year.</li> <li>▪ Held # funder briefings (webinars, etc.).</li> <li>▪ Developed informational packet for donor cultivation.</li> </ul>
<p>EXAMPLES</p>	
Empty space for examples	

GUIDING OUTCOME QUESTIONS	INDICATORS
<p>How has our communication with funders and individual donors positioned the RJMovement as a resource to social change philanthropy?</p>	<p>EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ X funders invited presentations to their boards on reproductive justice.</li> <li>▪ X funders invited our organization to participate in funder driven collaborations.</li> <li>▪ X funders profiled our organizing in their annual report.</li> <li>▪ # individual donors participated in reproductive justice briefing.</li> </ul>
<p>How has our communication with funders and individual donors impacted support for reproductive justice?</p>	<p>EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ Increased number of individual donors by %.</li> <li>▪ X funder leveraged an opportunity for us with another funder.</li> <li>▪ # new funders are supporting our organization.</li> <li>▪ # individual donors have given to reproductive justice for the first time.</li> </ul>

**Increased strategic communications with MEDIA (including community-based or ethnic press, online & traditional media).**

► **PRIMARY QUESTION:** Is our organization in regular and strategic communication with media to build public will around our issues?

<p><b>GUIDING PROCESS QUESTIONS</b></p> <p>Are we developing systems and relationships to regularly and effectively communicate with media?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>▪ Met one-on-one with # online media contacts or # editorial boards.</li> <li>▪ Developed media specific framing and messaging about our issue campaign and reproductive justice.</li> <li>▪ Researched and made initial outreach to X progressive allied bloggers.</li> <li>▪ Developed op-ed and letters to the editor templates on our issue.</li> </ul> <p>EXAMPLES</p>
<p><b>GUIDING OUTCOME QUESTIONS</b></p> <p>How has our communication with media contacts positioned the Reproductive Justice Movement as a resource to media outlets?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>▪ # reporters or bloggers have contacted us around X issue.</li> <li>▪ X media outlets attended our press conference on Y issue.</li> <li>▪ X media contacts used our issue briefing as a basis for a story.</li> <li>▪ X media outlet asked to profile our members as background for a story.</li> </ul> <p>EXAMPLES</p>

GUIDING OUTCOME QUESTIONS	INDICATORS
<p>How has our communication with media increased awareness of reproductive justice?</p>	<p>EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ # media hits in ethnic and language specific media.</li> <li>▪ # editorial boards wrote a supportive opinion of our issue.</li> <li>▪ Our key messages appeared # times in # media outlets.</li> <li>▪ X community issue has been described in the media for the first time.</li> </ul>

# RELATIONSHIP BUILDING

This part of the assessment prompts us think about how we are building organizational relationships to advance our movement building work. Individual reproductive justice organizations across the country are doing groundbreaking work in their communities, which often depends on mutually beneficial relationships with allied organizations with a shared vision. The work of establishing, maintaining and strengthening organizational relationships is a critical component of movement building. We rely on our relationships to amass the power necessary to achieve concrete social change victories for our communities.

## **Movement Building and Reproductive Justice Aspects of Relationship Building**

1. **Building relationships across issue, constituency, and geography.** One of the strengths of reproductive justice is its inherently intersectional framework, which has tremendous potential for building alliances across constituencies, issues, and movements. Groups that are fighting reproductive oppression at the intersections are able to break out of the silos that so often constrict social justice organizing efforts, and make meaningful connections with a range of sectors such as environmental justice, workers rights, and educational justice.
2. **Bridging relationships between our constituencies and traditional advocacy organizations.** When our communities benefit from the work of traditional advocacy organizations, reproductive justice groups can play a critical role in building relationships that do not tokenize or marginalize our communities.
3. **Building long-term values-based relationships.** Building the Reproductive Justice Movement requires that we work together toward shared values even when we disagree on strategies and tactics. In some cases, we may choose to form short-term tactical relationships in order to achieve a certain goal. But for the movement to gain power in the long term, our relationships will need to build solidarity that will weather wedge issues, economic challenges, political shifts, and other external pressures.

## Organizational Considerations

Our ability to advance our collective goals depends on simultaneously increasing the quantity and quality of relationships between reproductive justice organizations. This assessment does not prescribe what kind of relationships your organization should be building or what defines a quality relationship for your organization. Your organization will want to identify how you have been working to increase the number and quality of your organizational relationships. Thinking about strategic relationship building includes:

- **Purpose:** strategic, opportunistic, or funder-driven.
- **Timeframe:** one time only (e.g. co-sponsor event), time-bound (e.g. campaign), or long-term alliance.
- **Depth:** supporting in name only (e.g. signing on), or a deep level of trust and support.
- **Power/influence/resources:** balanced (e.g. both organizations having similar levels) or unbalanced (e.g. one organization having much more than the other).
- **Structure:** informal relationships, formal collaboration (signed MOUs), leader-to-leader, or organization-to-organization.
- **Impact:** increase in collective fundraising, shared resources, capacity to mobilize, strategic communications, etc.



Each organization using this assessment will be in varying phases of relationship building with different organizations at different points in time and will want to describe their relationship building work in a way that is relevant for them. Newer organizations may be just beginning to create relationships with one or two groups, while long-time organizations may be maintaining, sustaining and deepening existing relationships with many organizations and at the same time building new ones. All of these levels of relationship building are equally important to strengthening the Reproductive Justice Movement. It will be important for you to clarify what level/phase of relationship building your organization is engaged in and identify what indicators fit where you are in the relationship building process.

**Remember:** These questions and sample indicators are designed to support our strategic thinking and evaluation. No one organization *can* or *should* be able to do everything outlined in the assessment. But if each of our organizations can be strategic about our priorities, we can continue to build a strong and vibrant movement together.

If you would like to read stories about innovative approaches to cross-sector alliance building and their impact on organizing for justice, check out *Intersections at the Grassroots: Insights for Organizing for Reproductive Justice, Youth Leadership, and Immigrant and Refugee Rights* ([http://www.reproductivejustice.org/ACRJ\\_Intersections\\_at\\_the\\_Grassroots.pdf](http://www.reproductivejustice.org/ACRJ_Intersections_at_the_Grassroots.pdf)). These stories capture a range of lessons and experiences that can support us in thinking about our relationship building work.



**Directions:** Use the chart below to assess your organization's relationship building capacity, commitment and process. We have provided indicator examples – fill in the chart with your own indicators that are relevant to your work.

## BROADENING relationships in the Reproductive Justice Movement.

► **PRIMARY QUESTION:** Is our organization building new relationships with other groups in the RJ movement and sustaining existing relationships over the long term?

GUIDING PROCESS QUESTIONS	INDICATORS
<p>Has our organization set strategic organizational goals for the number &amp; kinds of relationships we need to have and with whom?</p>	<div style="background-color: #f0f0f0; padding: 5px; text-align: center; font-weight: bold; margin-bottom: 5px;">EXAMPLES</div> <ul style="list-style-type: none"> <li>▪ In annual planning, identified # new organizations to build relationships with based on priorities for program X.</li> <li>▪ In mapping potential partners for X collaborative project, identified # priorities for initial outreach.</li> <li>▪ Developed a budget and workplan that earmarked time and resources for relationship building work.</li> <li>▪ Did one-year review of the impact of membership in X coalition, to determine whether to continue involvement.</li> </ul>
<p>What processes exist for building new organizational relationships?</p>	<div style="background-color: #f0f0f0; padding: 5px; text-align: center; font-weight: bold; margin-bottom: 5px;">EXAMPLES</div> <ul style="list-style-type: none"> <li>▪ Developed criteria for deciding whether to enter into a new organizational relationship (e.g. shared vision and values, program priorities, potential for leveraging opportunities, movement building impact).</li> <li>▪ Initial research on # of organization's mission, vision and programs.</li> <li>▪ 1-on-1 phone calls with # organizational leaders to share our work and explore opportunities for collaboration.</li> <li>▪ Invited # organizations to participate in a short-term project to assess potential fit for long-term collaboration.</li> </ul>

<p><b>GUIDING PROCESS QUESTIONS</b></p> <p>In what ways have we sustained existing relationships?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>Participated in # yearly conference calls with statewide allies.</li> <li>Worked on joint campaign to defeat a ballot initiative.</li> <li>Co-sponsored # events over the last # years.</li> <li>Took # actions to support X allied organizations' activities or campaigns.</li> </ul> <p>EXAMPLES</p>
<p><b>GUIDING OUTCOME QUESTIONS</b></p> <p>How many new organizational relationships have we built over the last year, what kind, and with whom?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>Built informal relationships with # new organizations.</li> <li>Joined new coalitions with # member groups, working on state policy for comprehensive sexuality education.</li> <li>Developed strategic alliances with # local organizations to do joint fundraising.</li> <li>Entered into # new collaborations - with X organization on a short-term messaging project; with Y organization on a long-term campaign.</li> </ul> <p>EXAMPLES</p>

<p><b>GUIDING OUTCOME QUESTIONS</b></p>	<p>What has been the impact of our organizational relationships?</p>	
<p><b>INDICATORS</b></p>	<p>EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ Leveraged participation of # groups in X collaborative project we initiated.</li> <li>▪ Got # media hits from press conference organized by new coalition.</li> <li>▪ Invited to participate in a funders briefing.</li> <li>▪ Advocated for organization X to be a speaker at a national conference.</li> </ul>	

**DEEPENING long-term relationships in the Reproductive Justice Movement.**

► **PRIMARY QUESTION:** Is our organization deepening the quality of our organizational relationships in the context of our movement building work?

GUIDING PROCESS QUESTIONS	INDICATORS
<p>What processes are in place to determine what a quality relationship means for our organization's movement building work?</p>	<ul style="list-style-type: none"> <li>▪ Annual strategic thinking session with all staff to determine needs &amp; priorities for relationship building in each department.</li> <li>▪ Developed strategic criteria for relationship building.</li> <li>▪ Brainstormed with # closest allies about which aspects of our relationship have been most beneficial &amp; impactful.</li> <li>▪ After every collaboration, debrief with staff about what worked, what didn't, and changes for future collaborations.</li> </ul>
<p>What structures have we set up to support the kind of relationships we're seeking to build?</p>	<ul style="list-style-type: none"> <li>▪ Built template for MOU.</li> <li>▪ Developed database to track progress of relationship building.</li> <li>▪ Implemented communication systems to maintain frequent contact.</li> <li>▪ Developed guidelines for preventing and resolving conflicts.</li> </ul>

<p><b>GUIDING PROCESS QUESTIONS</b></p>	<p>What steps have we taken to deepen the quality of our organizational relationships?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>▪ Initiated regular phone check-ins with leaders of # organizations to update on each other’s work, support each other through challenges, and identify potential for collaboration.</li> <li>▪ Worked with # orgs to identify overlap in our work &amp; integrate each other’s work into our work plan.</li> <li>▪ Designed and implemented a new initiative with X organization.</li> <li>▪ Increased the number of staff from both orgs who participate in meetings to ensure that the relationship is organizational, not just between Executive Directors.</li> </ul> <p>EXAMPLES</p>
<p><b>GUIDING OUTCOME QUESTIONS</b></p>	<p>What has been the impact of deepening the quality of our organizational relationships?</p>	<p><b>INDICATORS</b></p> <ul style="list-style-type: none"> <li>▪ Secured funding for X organization from a national funder.</li> <li>▪ Referred a national media outlet to X organization.</li> <li>▪ Provided technical assistance (TA) to X organization so that they could access state policy makers.</li> <li>▪ Developed high level of trust with Y organization to be able to risk initiating a high-resource joint project.</li> </ul> <p>EXAMPLES</p>

<p><b>GUIDING OUTCOME QUESTIONS</b></p>	<p>How have we been able to address current or potential challenges and tensions or successfully pre-empt them?</p>
<p><b>INDICATORS</b></p>	<ul style="list-style-type: none"> <li>▪ Used proactive conflict resolution strategies with allies on a regular basis.</li> <li>▪ Shared set of agreements about how to deal with conflict and disagreement.</li> <li>▪ Went through a process that resulted in increased understanding and more effective working relationships.</li> <li>▪ Successfully negotiated potential conflicts over competition for funders.</li> </ul>
<p><b>EXAMPLES</b></p>	<p></p>

**Increased relationships with GROUPS in OTHER SOCIAL JUSTICE SECTORS that do not self-identify as reproductive justice groups.**

► **PRIMARY QUESTION:** Is our organization building and sustaining relationships with social justice groups that do not self-identify as RJ?

<b>GUIDING PROCESS QUESTIONS</b>		<b>INDICATORS</b>
<p>Has our organization set strategic goals for number &amp; kinds of relationship we need to have, and with whom?</p>	<p style="text-align: center; font-size: small; color: #ccc;">EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ As part of annual planning, identified # new groups to build relationships with based on priorities for X program.</li> <li>▪ In mapping potential partners for X collaborative project, identified # priorities for initial outreach.</li> <li>▪ Developed list of # key local base-building organizations to engage in upcoming electoral organizing campaign.</li> <li>▪ Did 1-year review of impact of membership in X coalition to determine whether or not to continue involvement.</li> </ul>	
<p>What kind of processes do we use to build the capacity of non-RJ orgs to do RJ related work?</p>	<p style="text-align: center; font-size: small; color: #ccc;">EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ Conducted # RJ 101 trainings with # groups to build their capacity to address RJ in their social justice work.</li> <li>▪ Conducted # 1-on-1 interviews with environmental justice groups to assess interest &amp; investment in RJ issues.</li> <li>▪ Led training on overcoming RJ wedge issues with LGBTQ &amp; religious leaders.</li> <li>▪ Provided technical assistance to a group working to end violence against women, to build their analysis of RJ and adopt an RJ frame for their work.</li> </ul>	

GUIDING OUTCOME QUESTIONS	INDICATORS
<p>What kind of relationships have we built with social justice organizations that do not self-identify as RJ?</p>	<p style="text-align: right;">EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ Partnered with labor org to hold community forum on RJ &amp; worker rights.</li> <li>▪ Participated in monthly phone calls with welfare rights organizations to address current state legislation.</li> <li>▪ Participated in an environmental justice coalition with # groups to run a local campaign to close a toxic facility.</li> <li>▪ Worked with # educational justice orgs in the last year on education reform.</li> </ul>
<p>How have our relationships with social justice organizations impacted THEIR work?</p>	<p style="text-align: right;">EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ X organization included RJ issues in their policy brief.</li> <li>▪ Helped X immigrant rights organizations get support from # RJ groups by helping them articulate RJ impact.</li> <li>▪ X organization used RJ frame to talk about ballot initiatives they oppose.</li> <li>▪ Built analysis of # labor groups around intersection of workers rights &amp; RJ.</li> </ul>



GUIDING OUTCOME QUESTIONS	INDICATORS
<p>How have our relationships with social justice organizations impacted OUR work?</p>	<p>EXAMPLES</p> <ul style="list-style-type: none"> <li>▪ Positioned RJ lens in issue/sector it hasn't been used before.</li> <li>▪ Leveraged support of # local social justice organizations to help defeat statewide ballot initiative.</li> <li>▪ Added priority issues of X allies to our legislative agenda and took Y actions to leverage support for their agenda.</li> <li>▪ Got RJ issues included in city-wide progressive policy platform through involvement with local network of social justice groups.</li> </ul>

**Strategic engagement with mainstream REPRODUCTIVE HEALTH (RH) and REPRODUCTIVE RIGHTS (RR) groups.**

\*In some situations, reproductive rights and health organizations are not strategic allies for our work. In this case, it may be important for us to articulate why we are not prioritizing these kinds of relationships in order to communicate effectively with funders and other audiences about our decisions.

► **PRIMARY QUESTION:** How is our organization managing or building strategic relationships with reproductive rights and health groups in order to advance our goals and priorities?

GUIDING PROCESS QUESTIONS	INDICATORS
<p>Has your organization set strategic goals for managing or building relationships with mainstream RR &amp; RH groups?</p>	<ul style="list-style-type: none"> <li>▪ Developed list of # RR organizations with access to policymakers, media, and financial resources to potentially co-sponsor press conference.</li> <li>▪ Created criteria weighing costs (staff time, resources) vs. benefits of collaboration</li> <li>▪ Identified need to decrease involvement in X national RR coalition, to redirect time &amp; resources to local RJ alliance.</li> <li>▪ Developed protocol for entering collaboration with mainstream RR &amp; RH groups, including signed MOUs that clearly state expectations for transparency, decision making power, &amp; credit on external communications.</li> </ul>
	<p style="text-align: center;">EXAMPLES</p>

<p><b>GUIDING OUTCOME QUESTIONS</b></p>	<p>How were our allies directly and actively engaged in moving our policy agenda?</p>
<p><b>INDICATORS</b></p>	<ul style="list-style-type: none"> <li>▪ # organizations partnered with us in influencing policymakers.</li> <li>▪ # signed up # of their constituents in support our policy agenda.</li> <li>▪ # community members who participated in allied organization's activities.</li> <li>▪ # organizations have formed an ongoing network to ensure collaboration on future policy efforts.</li> </ul>

EXAMPLES

**Shift toward strategic engagement with REPRODUCTIVE RIGHTS and HEALTH groups around policy change.**

▶ **PRIMARY QUESTION:** See *Relationship Building Indicators*, page 45.

# GLOSSARY

**Reproductive Justice:** When all people have the social, political, and economic power and resources to make healthy decisions about our gender, bodies, and sexuality for ourselves, our families and our communities. Reproductive Justice aims to transform power inequities and create long-term systemic change and therefore relies on the leadership of communities most impacted by reproductive oppression. The reproductive justice framework recognizes that all individuals are part of communities and that our strategies must lift up entire communities to support individuals.

**Reproductive Oppression:** The controlling and regulation of our gender, bodies, and sexuality. Because reproductive oppression happens as a result of multiple systems of oppression, the reproductive justice framework is rooted in an analysis of intersectionality.

**Intersectionality:** An analysis that describes both the experience of oppression and the strengths that individuals and communities bring to particular issues by explicitly addressing the intersections of race, class, gender, sexuality, immigration status, age, ability, and other identities and experiences that impact our lives.

**Movement Building:** A strategy for creating long-term systemic change that mobilizes communities, resources, decision makers, and public perception. Successful movement building is defined by collective action through long-term, values-based relationships that can be leveraged to strategically advance the goals of the movement. It requires strong capacity and infrastructure, base building, synergy, and alignment between various strategies. Movement building depends on clear leadership and direction that can build and sustain our energy and momentum so there are linkages between actions that build over time to make change rather than a series of isolated activities.

**Organizational Capacity:** The skills, knowledge and resources an organization employs to meet its goals and achieve its overall mission including staffing, infrastructure, financial resources, technology, strategic leadership, program and operational management, and relationships with other organizations. (International Development Research Centre)

**Work Plan:** A written plan of activities for a given period of time, to be used as a guiding document for the activities to be carried out during that period of time. A workplan includes goals, objectives and outcomes, timelines, and roles and responsibilities.

**Leadership Development:** A strategy that aims to build the leadership qualities of individuals within the context of their communities to affect social change. Activities include political education, skills building, and taking action around issues that impact their families and communities. In the Reproductive Justice Movement, we prioritize developing the leadership of people in communities that are most impacted by reproductive oppression.

**Policy Change:** Making changes to policy through the legislature or ballot initiative process. This can mean winning proactive policies that support our communities or blocking the passage of policies that hurt our communities. Policy change in the Reproductive Justice Movement relies on people who are most impacted by policies being actively involved in all phases of policy change – analyzing issues, developing solutions and strategies, organizing and advocacy, and implementation.

**International Human Rights Framework:** Upholds basic rights and freedoms that all people are entitled to regardless of nationality, sex, national or ethnic origin, race, religion, language, or other status. Human rights include civil, political, economic, social, cultural, and sexual rights. The Universal Declaration of Human Rights, adopted by the United National General Assembly in 1948, is the foundation of the international system of protection of human rights. Human rights are protected and upheld by international and national laws and treaties. (Amnesty International)

**Wedge Issues:** Issues that can potentially divide and weaken our communities if they are framed in a negative way. Wedge issues are often used by conservative forces to drive a “wedge” into our communities, pit one group of people against another, and distract us from what’s really at stake. The reproductive justice framework allows us to address wedge issues and unite communities across diverse issues and perspectives.

**Web 2.0:** An emerging set of internet-based tools that are perceived as the “second generation” of web development and design. Based on the philosophy that people who consume media, access the internet, and use the web should be active contributors, these tools are meant to facilitate communication, information sharing, and collaboration. Examples include blogs, tags, social networking sites, video and photo sharing sites, wikis, and RSS.

**Technical Assistance (TA):** Providing expertise to organizations to increase their capacity and skills in a number of areas, including fundraising, organizational development, program planning, campaign development, and strategic planning.

**Community-based Participatory Research:** A method of research that involves community members in the development, implementation, and dissemination of research that is relevant to the community and aims to combine knowledge with action to achieve social change.

# ORGANIZATIONAL CONTACT INFORMATION

**Asian Communities for Reproductive Justice**

Oakland, CA  
510.663.8300  
[www.reproductivejustice.org](http://www.reproductivejustice.org)

**Black Women for Reproductive Justice**

Chicago, IL  
773.955.2709  
<http://bwrj.org>

**California Latinas for Reproductive Justice**

Los Angeles, CA  
213.270.5258  
[www.californialatinas.org](http://www.californialatinas.org)

**Choice USA**

Washington, DC  
202.965.7700  
[www.choiceusa.org](http://www.choiceusa.org)

**National Latina Institute for Reproductive Health**

New York, NY  
212.422.2553  
[www.latinainstitute.org](http://www.latinainstitute.org)

**New Voices Pittsburgh**

Pittsburgh, PA  
412.361.3022  
[www.myspace.com/newvoicespgh](http://www.myspace.com/newvoicespgh)

**SisterSong Women of Color Reproductive Health Collective**

Atlanta, GA  
404.756.2680  
[www.sistersong.net](http://www.sistersong.net)

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