Evaluating Movement Power: Initial Concepts and Indicators

Social Movement Learning Project

American Evaluation Association Conference
November 1, 2018

Innovation Network

Innovation Network is a nonprofit evaluation, research, and consulting firm. We provide knowledge and expertise to help nonprofits and funders learn from their work to improve their results.

- **Us, in a nutshell**. We seek to make evaluation accessible to everyone in the social sector by being a friendly expert, collaborating, sharing ideas, and building knowledge and practice.

- **We are committed to social good**. We contribute to social good through use-driven, actionable, high-quality research and evaluation that leads to improved programs and policies.

Social Movement Learning Project

- Develop knowledge about *how philanthropy engages with, supports, and evaluates social movements*

- Design *more useful and appropriate planning and evaluation tools and approaches*

- So that *more funders can support movements*

Guiding Questions

How do social movements relate to activities such as organizing and advocacy?

How do you know that a movement is healthy?

How do you know that a movement is successful?

Research Base

- Over **50 conversations** with funders, movement-builders, and evaluators

- A review of **80 articles** from academic and practitioner sources

What do funders need?

Better movement literacy to help them gain clarity about how movements are distinct from other types of social change and to understand the range of actors, strategies, and tactics that are typically deployed during the different stages of a movement.

Information about the spectrum of opportunities to support movements, and tools and metrics to help them plan, identify, and justify support for a wider range of movement strategies.

A new frame and measures to assess the success and progress of movement activity to help them justify and maintain long-term support to social movements.

Agenda Review

1. Social movement theory of change
2. Existing evaluation guidance
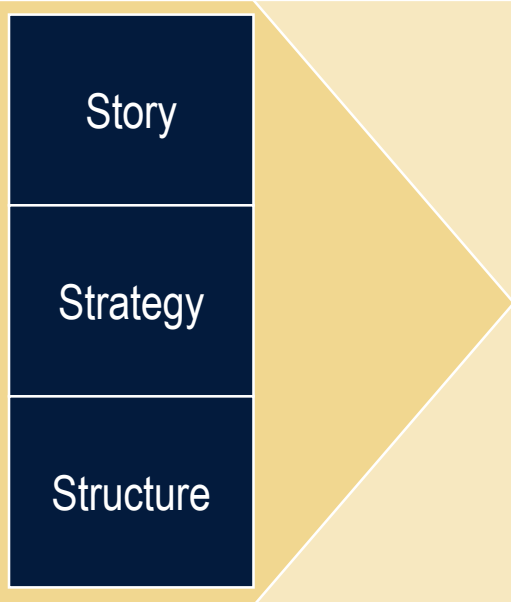3. Power-building concepts and indicators

What are social movements?
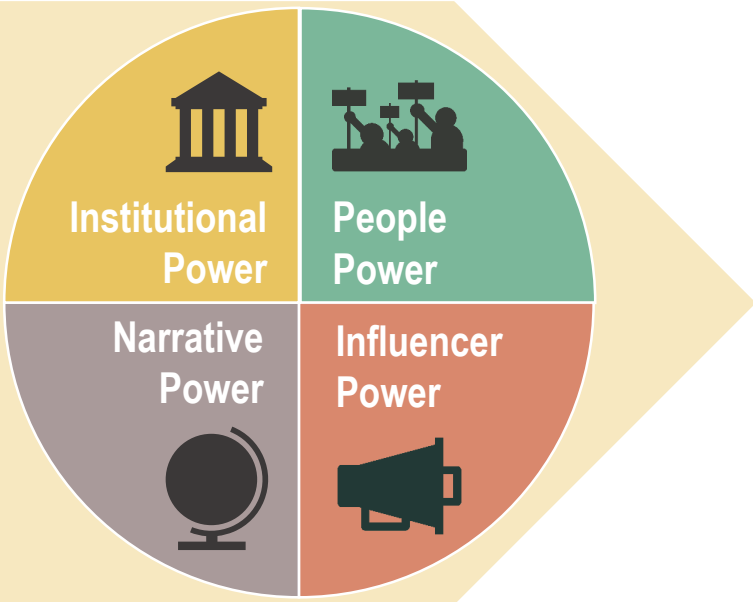
Social Movement Theory of Change

Movement Capacity ➡ **Movement Power** ➡ **Movement Vision**

Laying the foundation for a healthy movement.
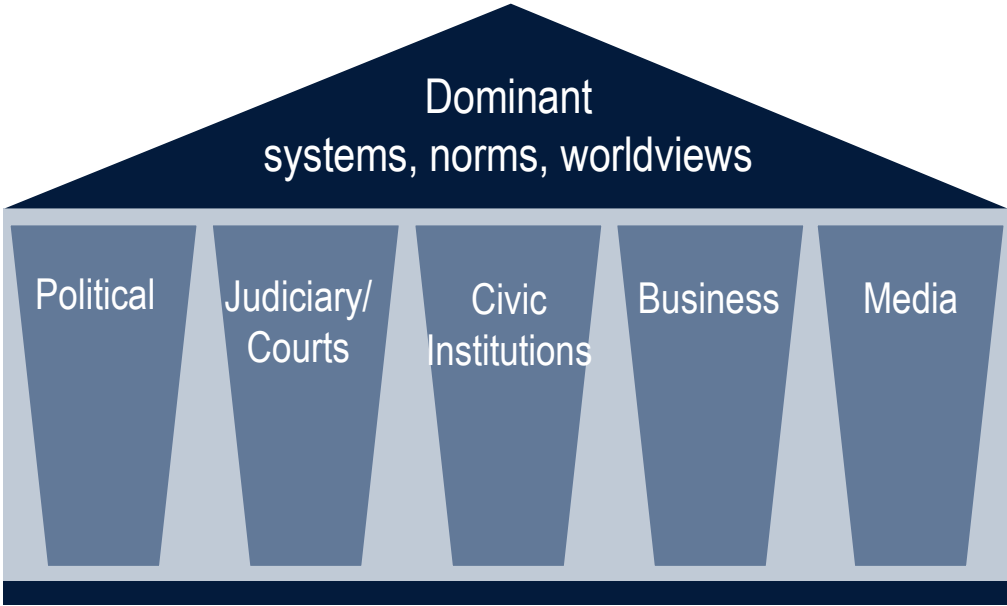
Building **four types of overlapping power**.

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

Story

Strategy

Structure

Institutional Power

People Power

Narrative Power

Influencer Power

Dominant systems, norms, worldviews

Political

Judiciary/ Courts

Civic Institutions

Business

Media

Institutional Power
## *Power over visible decisionmaking*

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

Visible decisionmaking: Contests over interests that are "visibly negotiated in public spaces with established rules."*

Indicators:

1) Mutuality between movement actors and visible decisionmakers.

2) Decisionmaker decisions/actions are aligned with movement goals.

3) Movement actors and affected communities are authentically represented in decisionmaking processes, structures, tables.

*Just Associates.
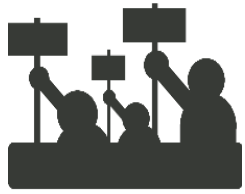
People Power
Power with the general public

Definition: *Power to build, mobilize, and sustain large-scale **public support**.*

Passive Public Support: Public is supportive of the movement cause but not taking action.*

Active Public Support: People who are willing to take action on behalf of the movement.*

Indicators:

4) Active public support: Members of the public participate in in-person and virtual movement actions.

5) Active public support: Members of the public contribute financially to movement actors and actions.

6) Passive public support: Members of the public are supportive of movement goals.

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

Influencer Power
Power with Influencers

Definition: *Power to develop, maintain, and leverage relationships with people and institutions with influence over and access to critical* **social, cultural, or financial resources***.*

Influencers can include social and cultural influencers, e.g., business, philanthropy, nonprofits, cultural and social institutions, celebrities. *Target influencers may change depending on the movement.*

Indicators:

7) Influencers contribute and leverage cultural resources in support of the movement.

8) Influencers contribute and leverage social resources in support of the movement.

9) Influencers contribute and leverage financial resources in support of the movement.

Narrative Power

Definition: *Ability to transform and hold **public narratives** and ideologies and limit the influence of opposing narratives.**

Public narrative: *"A story that, when told in many different ways, can shift public consciousness and change what is possible."**

Indicators:

10) Issue coverage ("hits") in mainstream, ethnic, and niche media sources <u>increasingly</u> reflects worldview, framing, and/or messaging aligned with the movement**

11) Issue coverage ("hits") in mainstream, ethnic, and niche media sources <u>decreasingly</u> reflect worldview, framing, and/or messaging in opposition to the movement

12) Influencers promote movement frames and messages.

13) Members of the public support worldview, framing and/or messaging aligned with movement goals.

*Narrative Power and Public Narrative definition from Grassroots Policy Project.

Power of Social Movements Framework

What is it?
Evaluation framework and indicators for understanding and assessing how social movements build power.

How could I use it?
- To evaluate the power-building of a grantee portfolio or grouping of movement actors.
- To reflect on and better understand how movements build power to make change.
- As a source of ideas for metrics and types of information to collect.

What is the unit of analysis?
- Whole movement.
- Network or grouping of actors within a social movement.

What else should I know?
- Not for evaluating individual movement actors.
- Not for evaluating movement capacity.

Join Us!

1   Vet concepts and indicators

2   Develop measurement approaches and examples

3   Test the *Power of Social Movements Framework*

INNOVATION NETWORK

Transforming Evaluation for Social Change

For more information, contact:

Johanna Morariu

jmorariu@innonet.org

Katie Fox

kfox@innonet.org

Address:

Innovation Network

1625 K St NW, STE 1050

Washington, DC 20006

P: 202-728-0727