



MOVEMENTS AND REFORM

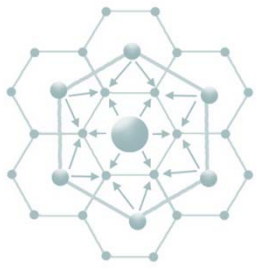
6.16.12

MANUEL PASTOR

INTRODUCTION

3 Means of Change

- PROJECTS** show what's possible
- POLICY** makes new practices widespread
- POWER** makes policy happen



INTRODUCTION

SOCIAL MOVEMENTS DEFINED

SOCIAL MOVEMENTS are:

Sustained groupings that develop a **frame** or narrative based on **shared values**, that maintain a link with a real and broad **base in the community**, and that build for a **long-term transformation in systems of power**.



INTRODUCTION

SOCIAL MOVEMENTS DEFINED

SOCIAL MOVEMENTS

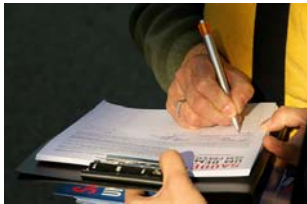
- Shift the nation's fundamental frame of reference
- Combine an authentic base with a compelling strategy for leveraging systemic change





RESEARCH STRATEGIES

WHAT WE DO,
HOW WE DO IT:



1) **LITERATURE REVIEW:**

- Academic literature on social movements, organizing, and outcomes
- Reports and tools from the fields of evaluation, philanthropy, and organizing

2) **CONFERENCE CALLS** with social movement leaders and funders to get early input

3) **INTERVIEWS** with social movement leaders (now 150+ over course of projects)

4) **CONVENING** mid-way in project to get feedback and new directions

5) **PRESENTATION** with commentary from social movement leaders

MOVEMENT THEORY, MOVEMENT PRACTICE

CATEGORIES OF SOCIAL MOVEMENT THEORIES

- DEPRIVATION THEORY
- ECONOMIC THEORY
- RESOURCE MOBILIZATION THEORY
- POLITICAL PROCESS & OPPORTUNITY THEORY
- NEW SOCIAL MOVEMENT THEORY
- FRAMING THEORY

SCALING UP

THE SCALE & GEOGRAPHY OF SOCIAL MOVEMENTS

THE ROLE OF GEOGRAPHY:

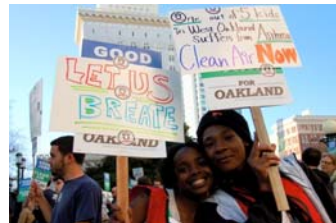
- Constituting community and community interest
- Neighborhoods and regions as “natural” economic and political scales



KEEPING IT REAL

SOCIAL MOVEMENTS must

- Produce practical policy ideas and wins
- Connect the issues of the day with a viable policy platform while not having themselves defined simply by a series of policy planks
- Have a sense of timing
- Be complex in functions and rich in skills
- Have “anchor” organizations



THE 10 ELEMENTS	
FUNDAMENTAL ELEMENTS:	<ol style="list-style-type: none"> 1. A Vision & Frame 2. An Authentic Base in Key Constituencies 3. A Commitment to the Long-Haul
IMPLEMENTATION TOOLS:	<ol style="list-style-type: none"> 4. An Underlying & Viable Economic Model 5. A Vision of Government & Governance 6. A Scaffold of Solid Research 7. A Pragmatic Policy Package
SCALE:	<ol style="list-style-type: none"> 8. A Recognition of the Need for Scale 9. A Strategy for Scaling Up 10. A Willingness to Network with Other Movements

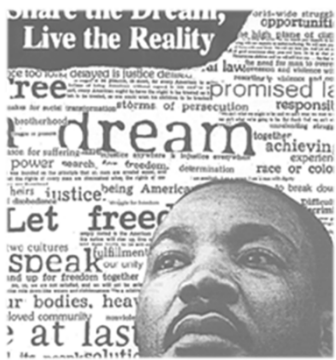
FUNDAMENTAL ELEMENTS

ELEMENT 1: A vision and frame

Movements are based on visions, frames and values

- A **VISION** sets the goal
- A **FRAME** sets the terms of the debate
- The **POLICY PACKAGE** describes how interests might be met

“Martin Luther King famously proclaimed “I have a **dream**,” not “I have an issue.”
 -Van Jones (2007)



FUNDAMENTAL ELEMENTS

ELEMENT 2: An authentic base in key constituencies

Movements have a membership base that is **engaged** or is being **organized to be engaged**

The role of the organizer is to help **build leadership within the community**



FUNDAMENTAL ELEMENTS

ELEMENT 3: A commitment to the long-haul



Social movements are **not episodic** or **coalitional**

It involves a **strategy to build power** to effect broader change and focuses on building a **strong membership for the long-haul**

IMPLEMENTATION TOOLS

ELEMENT 4: An underlying and viable economic model

Social movements are about the **redistribution of resources** but they also have a **viable growth strategy**

An analysis [**economic, political, and policy**] is a critical groundwork for moving agendas, organizations and movements

IMPLEMENTATION TOOLS

ELEMENT 5: A vision of government and governance

Social movements have

- A **theory of the state**
- A way to show how the **role of the state is a full expression of democracy**

Government is one of the most important **tools of change**



IMPLEMENTATION TOOLS

ELEMENT 6: A scaffold of solid research

Social movement organizations have [internal and external] **analytical and research capacity**

Research has become increasingly important for **analyzing problems and suggesting solutions**

IMPLEMENTATION TOOLS

ELEMENT 7: A pragmatic policy package

Social movements develop **practical policies** that has the potential to address the **specific problems**

For long-term systemic change, organizations need to:

- Direct efforts towards **strategic targets**,
- Focus on **large-scale** and **long-term positive impact**,
- And push for **fundamental changes in decision-making structures and allocation of resources**

SCALE

ELEMENT 8: A recognition of the need for scale



- Moving power requires organizations that are **at a scale sufficient to challenge concentrations of existing power**
- The 2 elements of size:
 1. Organizational
 2. Movement

SCALE

ELEMENT 9: A strategy for scaling up



- Successful social movement organizations have a **theory of the geography of change**
- There is no single geographic approach – it can depend on the **constituency** and the **issue area**
- There are two variants of building scale:
 1. Building on the basis of **like organizations**
 2. Building with organizations that are distinct but are **united by their frame and general politics**

SCALE

ELEMENT 10: A willingness to network with other movements



Bridging gaps between networks which will eventually build streams of social movements that comes into a river of change

THE 6 CAPACITIES

1. The ability to **organize** a base constituency
2. The capacity to **research, frame & communicate**
3. The ability to strategically **assess power**
4. The capacity to **manage** large & growing organizations
5. The ability to **refresh organizational vision** and **organizational leadership**
6. The capacity to **engage & network** with others – to **build alliances**

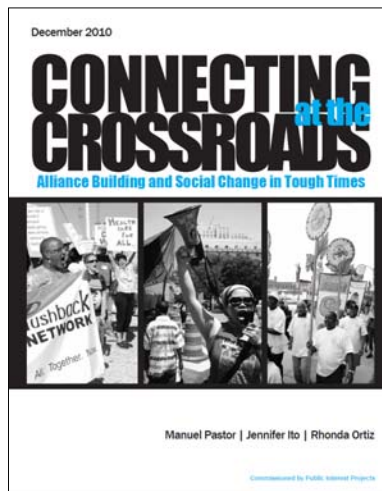


3 KEY DIRECTIONS FOR RESEARCH:

1. Understand **network-to-network building** to sustain success
2. Document instances of **sustained change** and draw key lessons for success
3. Develop **metrics of movements** to measure success



NETWORK-TO-NETWORK BUILDING

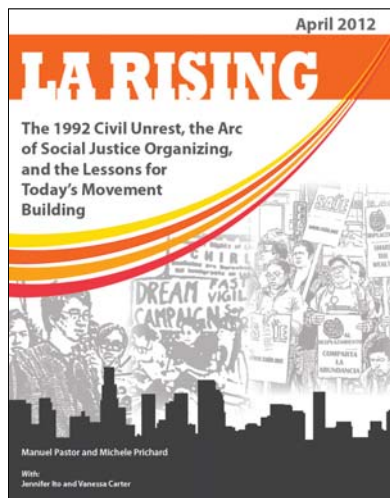


Provides a **framework** for understanding grassroots-led, social movement alliances

Highlights **three key roles** that alliances play and why they are **important now**

Offers relevant **directions for funders and alliances** about investments that can help to **build the field**.

SUSTAINED DEVELOPMENT OVER TIME



Looks at twenty years of **long-term movement building** in what was considered **difficult terrain**

Considers **waves and stages of movement-building**, laying out a temporal vision

Highlights the role of **inside-outside strategies** that combine movement pressure with **electoral work** and **governance** issues

WHY METRICS? WHY NOW?

The field is changing: Organizers are eager for a **common language and framework** for metrics for movement building

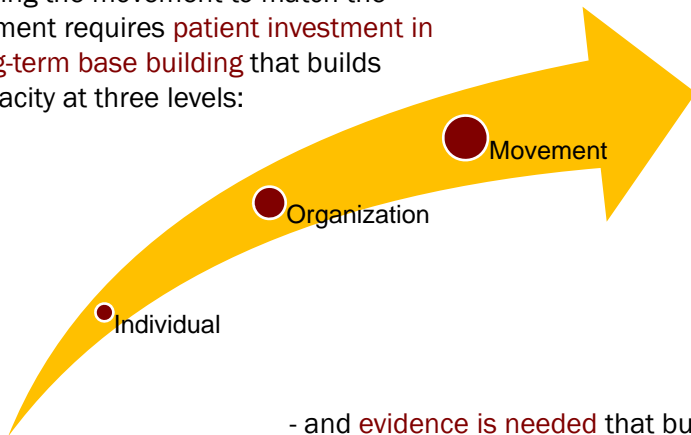
Philanthropy is changing: Funders are looking for the **evidence to make the case** that movements matter

Translation not enough: While there are gaps to bridge and better communications could help, **co-creating the new metrics of movement building** is needed



WHY METRICS? WHY NOW?

Having the movement to match the moment requires **patient investment in long-term base building** that builds capacity at three levels:



- and **evidence is needed** that building a base and forging a movement **makes a difference**.

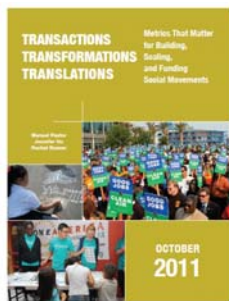
WHY METRICS? WHY NOW?

A viable set of **movement metrics** needs to capture activities and outcomes at **three levels**:



MEASURING WHAT WE MEAN

WHAT WE OFFER:



- 1) A **framework for metrics** that captures **transactions and transformations** with examples for ten strategies
- 2) Recommendations for a **new approach to metrics** that transcends organizations and drives towards movement building
- 3) Suggestions for a **new relationship between movement builders and funders** to develop a **common language** to reach common goals

TRANSACTIONS and TRANSFORMATIONS

A FRAMEWORK FOR METRICS THAT MATTER

TRANSACTIONS

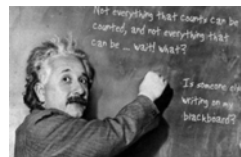
- What is easier to count that counts

TRANSFORMATIONS

- What is harder to count yet counts

Not everything that counts can be counted, and not everything that can be counted counts.

Albert Einstein



TRANSACTIONS and TRANSFORMATIONS

SAMPLE METRICS for 10 commonly-used strategies:

- SIGNING UP:**
 - Organizing
 - Civic Engagement
 - Leadership Development
 - Campaigns
- SKILLING UP:**
 - Communications and Framing
 - Traditional and New Media
 - Research and Policy Analysis
 - Organizational Development
- SCALING UP:**
 - Alliance Building
 - Movement Building



Photo by PICO National Network

TRANSACTIONS and TRANSFORMATIONS

SIGNING UP

Organizing – Civic Engagement

TRANSACTIONS

- # and diversity of membership base
- # and diversity of people mobilized
- Voter registration and turnout

TRANSFORMATIONS

- Sense of ownership, community, and trust
- Empowered to speak up and take action
- New formations (e.g. 501(c)4)

The New Deal wasn't won by economic experts. It was won by ordinary people who organized to create a sense of crisis and mandate for change.

Jean Hardisty and Deepak Bhargava, 2005
 "Wrong about the Right" in *The Nation*

TRANSACTIONS and TRANSFORMATIONS

SIGNING UP

Leadership Development – Campaigns

TRANSACTIONS

- #, diversity, and capacity of leaders
- # involved in campaign activities
- Demands and policies won

TRANSFORMATIONS

- Leaders' ability to take up new issues
- Ability to put forth bigger demands
- Capacity built for future campaigns

We need to balance campaign numbers with the real transformations that are harder to measure. How do you quantify a leader's world view? Or you can win a policy but that's not adequate to change society.

Kalila Barnett
Alternatives for Community and Environment

TRANSACTIONS and TRANSFORMATIONS

SKILLING UP

Communications and Framing – Traditional and New Media

TRANSACTIONS

- Stories collected
- Audiences reached
- # of op eds and articles
- # of blog contributors and clicks

TRANSFORMATIONS

- Members participate in and influence the public debate
- Seen as legitimate experts
- Shift in public opinion

In terms of messaging, we need to be careful not to move the debate farther to the right. Need to speak to the hearts and minds of those who are fearful but could change if they see positive actions.

Pablo Alvarado
National Day Laborer Organizing Network

TRANSACTIONS and TRANSFORMATIONS

SKILLING UP

Research and Policy Analysis –Organizational Development

TRANSACTIONS

- # of reports and briefs
- Members and allies involved in research
- Areas of expertise developed

TRANSFORMATIONS

- Ability to translate research into organizing strategies
- Responsiveness and agility
- Ability to innovate

So far our focus has been on building metrics for measuring changes in individuals and organizations, but how do we know if we are building movement scale?

TRANSACTIONS and TRANSFORMATIONS

SCALING UP

Alliance Building – Movement Building

TRANSACTIONS

- # and diversity of partnering groups
- Ally contributions
- Scale of reach – regional, state, national

TRANSFORMATIONS

- Take on others' issues as one's own
- Cross-movement relationship building
- Ability to scale up impact

“Are we making progress in building unity and a strategic agenda across difference that is more than a laundry list?”

Anthony Thigpenn
Strategic Concepts in Organizing and Policy Education

Social movements also change the people who participate in them, educating as well as mobilizing activists, and thereby promoting ongoing awareness and action that extends beyond the boundaries of one movement or campaign

David Meyer, 2003
"How Social Movements Matter" in *Contexts*



TRANSACTIONS and TRANSFORMATIONS

Communities United: Protecting California's climate change legislation



Source: Ella Baker Center.
<http://www.flickr.com/photos/ellabakercenter/4544045061/>
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TRANSACTIONS

- # and % of contacts, supporters & votes
- # of individuals and organizations mobilized
- Vote results (62% vs. 38%)
- % of people who considering themselves environmentalists

TRANSFORMATIONS

- Climate justice framing that resonates with new constituencies
- Communities of color emerging as the new face of the environmental movement
- Collaborations between EJ and mainstream environmental organizations lay foundation for future pro-active work

TRANSACTIONS and TRANSFORMATIONS

Caring Across Generations Campaign



Source: Caring Across Generations,
<http://www.flickr.com/photos/caringacrossgenerations>

TRANSACTIONS

- # and diversity of coalition partners
- Turnout and participation at coalition events and convenings
- # and diversity of workers trained and provide public testimony
- # and diversity of individuals mobilized through coordinated campaign actions

TRANSFORMATIONS

- Previously-isolated workers feeling connected and empowered to speak up on multiple issues - from job quality and social security to immigration reform
- Communities of color and new organizational forms reviving the labor movement

TRANSLATIONS and TRANSLATORS



"The real question is: What will it take to create real, lasting social change in this country?"

Burt Lauderdale
 Kentuckians for the
 Commonwealth

- Movement building is NOT about finding and replicating one model, network, or place
- Metrics are NOT the movement but the measure of the movement
- This is NOT an argument for complicated logic models or a cottage industry of evaluators
- Measuring the part is NOT the same as measuring the whole – and keeping eyes on the prize

TRANSLATIONS and TRANSLATORS

ADDRESSING THE TRANSLATION GAP



- **Build the movement metrics toolbox** - Progressive Technology Project, Alliance for Justice
- **Invest in movement capacity to develop and use metrics** - Partnership for Working Families, ISAIAH, PICO
- **Nurture leadership and leadership pathways** - Community Coalition, Working Partnerships USA
- **Link policy outcomes with broader social change** - New Orleans Workers' Center for Racial Justice, Kentuckians For The Commonwealth, National People's Action
- **Communicate transformational shifts** - Social Justice Leadership, National Domestic Workers Alliance

TRANSLATIONS and TRANSLATORS

CO-CREATE THE METRICS FOR MOVEMENT BUILDING



- Support and capture **innovation and experimentation**
- Create **space for organizations** to work together towards a common framework
- Adopt a **movement frame for visioning and evaluation**
- Forge a **new type of relationship between funders and movement builders** – and more generally . . .

I'VE LOOKED AT LIFE FROM BOTH SIDES NOW

WHAT IS THE RELATIONSHIP BETWEEN INSIDERS & OUTSIDERS?



Photo by People Organizing to Demand Environmental and Economic Rights

- Work to **build capacity** of grassroots organizations
- Understand that **more information** and **more participation** is always better than less
- Go beyond the lowest common denominator to the highest **uncommon common ground**
- Don't worry when it doesn't always work – **collaboration** is not supposed to be easy bur rather **principled conflict**

LEADING THROUGH THE DIVIDE



OUR MOMENT, OUR MOVEMENT, OUR AMERICA

