



Movement Capacity Assessment Tool

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Movement Capacity Assessment Tool

User Guide

What is the Movement Capacity Assessment Tool?

Research shows that broad-based social movements effectively create and sustain long-term social transformation. To support movement building, it is important for movement actors—including funders, NGOs, activists, and networks—to develop a shared understanding of the strengths, needs, and priorities of their movements. The Movement Capacity Assessment Tool is designed to engage multiple stakeholders in a collective assessment of the capacity of their movement. Movement actors can use the results of the assessment to spark discussion on how to address challenges and move forward as a movement. This tool can also be used as a planning and measurement tool to track progress of a movement over a period of time.

How was the tool developed?

Global Fund for Women embraces the definition offered by feminist scholar and activist, Srilatha Batliwala, of movements as, “an organized set of people vested in making a change in their situation pursuing a common political agenda through collective action” (Batliwala, 2008). Based on review of literature and our experience in supporting women’s rights movements globally, we identified several key characteristics shared by strong movements for progressive social change. They are (1) strong grassroots base, (2) strong leadership pipeline, (3) strong alliances, (4) collective political agenda, (5) use of multiple strategies, (6) support infrastructure, and (7) strong collective capacity to ensure safety and security of human rights defenders.¹

We also learned that social movements are in different stages of development from emerging, to coalescing, to maturing, to decline or stagnation and that movements at each stage have different capacity needs and require different types of support.²

By measuring participants' perceptions on these aspects of the movement, the tool allows movement actors to gain an understanding of the strengths and challenges of the movement and identify priorities.

In 2017, we conducted pilot studies with five national, and one regional movement.³ This version incorporates lessons learned from those experiences as well as feedback from

¹ Klugman, 2011; Batliwala, 2008; Masters and Osborn, 2010; Pastor and Ortiz, 2009

² The New World Foundation, 2003

participants and other reviewers. The tool is available in English, French, Arabic, Spanish, and Russian.

How does this tool work?

The Movement Capacity Assessment Tool is a series of questions to capture information about participants' experience and perceptions of the movement they are assessing. Because the results are based on subjective assessment and depend on local context, we encourage you to use the results a starting place for conversation and framework for discussion. The Movement Capacity Assessment Tool is organized into the following sections:

- Seven key characteristics of the movement
- Strengths, challenges, and priorities
- Stage of the movement
- Role in the movement

The assessment process involves five key steps, which are illustrated in the chart below.



The lead organizer is responsible for identifying the movement to be assessed, inviting stakeholders of the movement to participate in the assessment, and sharing aggregate results with participants for discussion after the assessment is completed.

³ For example, we supported the Ukrainian Women's Fund to engage women's rights organizations and activists to use the tool to identify strengths, challenges, and priorities of the Women's Movement in Ukraine. We also partnered with CARE International in Latin America and the Caribbean to assess the capacities of the Domestic Workers' Movement in Colombia. Other movements included in the pilot were the women's rights movement in India, Nepal, and Bangladesh, and Women Land Defenders in Mesoamerica.

Section1: Instructions for the lead organizer

The first step is to identify a lead organizer for this assessment. It could be you or any member of the movement who has good standing in the movement and is able to mobilize and organize participants. The lead organizer is responsible for the following tasks:

- 1.1 Make sure this is the right tool for you
- 1.2 Identify the movement to be assessed
- 1.3 Invite stakeholders of the movement to participate in the assessment
- 1.4 Support data collection
- 1.5 Share back aggregate results, leading discussion on findings and next steps

1.1 Make sure this is the right tool for you

Use this tool if the movement you would like to assess meets the following criteria:

- The movement is composed of an organized set of individuals and organizations vested in making a change in their situation pursuing a common political agenda through collective action
- These individuals and organizations recognize the movement's existence and identify themselves as part of the movement
- The potential benefits of engaging these individuals and organizations in assessing the movement outweigh potential risks (physical and digital security, internal/external conflict, or other obstacles)
- As the lead organizer, you or your organization are able to reach and involve other movement actors in the assessment

This is NOT the right tool for you...

- If you want to assess an organization, campaign, coalition, or network (there are other tools designed for this purpose)
- If the individuals and organizations you would like to engage do not identify themselves as part of the movement
- If the potential risks of engaging these individuals and organizations in assessing the movement outweigh potential benefits
- If you have limited interactions/connections with other members of the movement you want to assess

1.2 Identify the movement to be assessed:

The more specific the definition, the better

In our experience, providing a clear and specific description of the movement at the beginning of the assessment helps establish a common reference point for all participants, which leads to more accurate and useful results. We recommend defining a movement by describing a particular issue, population, goal, and/or a clear geographic scope, for example, the LGBTQI movement in Turkey or the movement for safe and legal abortion in Argentina.

We acknowledge that it can be a challenge to define a movement as movements tend to evolve organically, do not have formal structures or memberships, and are constantly shifting. However, in order to ensure that participants are providing information about the same movement, the lead organization should articulate the movement definition as clearly as possible. Movement stakeholders and actors can be at the intersection of multiple movements and a well-defined movement helps to ensure that the participants understand which movement they are assessing.

Conversations with movement actors can help

We also strongly recommend that the lead organizer have a conversation with movement actors about how their particular movement is defined. We do not want to assume that everyone has the same understanding of the movement and speaking with a few representatives first can help ensure everyone is assessing the same movement.

1.3 Invite stakeholders to participate

Diversity of voices matters

Because social movements are composed of diverse actors, we recommend the lead organizer invite individuals and organizations representing different perspectives and playing different roles within the movement. These include movement leaders, grassroots organizations and civil society organizations, activists, NGOs, academics, movement experts, funders, etc. The group should also include marginalized populations or other actors at the margins of the movement or intersections with other movements. In particular, we recommend ensuring that the assessment includes perspectives from groups that are self-led and represent the individuals most impacted by the issues addressed by the movement.

Diversity in perspectives should also consider generational differences. This could be a difference between older and younger generations of activists, between more established and newer organizations, or between veteran activists and newcomers in the movement.

Number of participants to invite depends on the size of the movement

In addition to the diversity of the selected group of participants, the number of respondents also matters – the more respondents from each stakeholder group participate, the more reliable and representative the results will be. How many participants to invite depends on how large the movement is. You can use this [online sample size calculator](#) to help you determine an appropriate number. Because it is likely that not all invited will choose to participate, we recommend that you invite at least 150% or 200% of your target number. Participation should always be voluntary.

Use referrals to expand reach

Often the lead organizer does not know all of the actors in a particular movement. We've found that asking the movement actors we do know who want to participate to recommend their partners or other key stakeholders is a good way to extend reach to larger, more diverse group of respondents.

1.4 Data collection

Collect individual responses online

The lead organizer will invite participants and send them the secure website link to the online tool for their particular assessment. We recommend giving participants at least two weeks to complete the online assessment, but no more than 4 weeks, and a clear deadline. The lead organizer will monitor the response rate and follow up with particular participants to complete the assessment.

It is important for the lead organizer to emphasize to participants that they are assessing the movement itself, not their organization or their organization's role in the movement. The lead organizer should be available to answer any questions respondents may have while completing the assessment.

If you are interested in conducting the assessment at a meeting or convening with the participants in person, we recommend that you use the discussion guide included in this document to facilitate the discussion.

1.5 Share results, discuss findings and next steps

Once the participants have completed the assessment, the lead organizer will analyze the data and share the aggregate results with the participants. Please contact Global Fund for Women for the analysis template and methodology. We strongly recommend the lead organizer facilitate an in-person group discussion on the results and action steps.

Section 2. Frequently Asked Questions (FAQs)

Can I use the assessment results to compare movements?

While the tool uses a rating system, the scores are not intended to be used for comparison between movements, but rather as a starting place for conversation and framework for discussion. We do see opportunities for conversations between movements that want to learn from one another's strengths and challenges but do not encourage direct comparison between movements based on the results given that they are based on subjective assessment and depend on local context.

Is it better to complete the assessment as a group or individually?

Either method is fine. While we encourage people taking the survey individually to come together to discuss the findings, we also recognize the value of discussing the questions as a group while completing the assessment. During the survey, respondents will be asked whether they are submitting individual responses or collective responses resulting from group discussions.

Can respondents invite other individuals and/or organizations who are also part of this movement to participate in the assessment?

Yes. In the survey, respondents will have the opportunity to share names and contact info of individuals or organizations they would like to recommend. The lead organizer can then send them an invitation to the online survey.

Does Global Fund for Women provides any technical support if we are interested in using this tool?

Due to limited staff capacity, we are not able to provide technical support to every organization that is interested in using the tool. Please contact us by emailing mcat@globalfundforwomen.org and provide a brief description about the movement you would like to assess, how you plan to use the results, and your role in the movement.

I have feedback on the tool, who should I contact?

We would very much appreciate any and all feedback you might have about the tool. Was it useful to you? Do you have ideas for improvement? Please share your comments and suggestions directly with Global Fund for Women by emailing mcat@globalfundforwomen.org.



Movement Capacity Assessment Tool

PART 1: IDENTIFYING THE MOVEMENT(S)

1. Please identify the social movement(s) you are a part of and describe what each movement is about in terms of geography, issue, and/or identity (e.g. the LGBTQI movement in Turkey).

2. How do you define a social movement?

3. For this exercise, we would like to focus on the _____ movement. Please respond to the following questions about this movement.

PART 2: MOVEMENT CAPACITY ASSESSMENT

Please respond to the following statements about the _____ movement using the scale provided. Note that we are not asking about your organization or role in the movement but about your perception of the movement as a whole.

To what extent does the statement describe the movement?	
1=not at all; 2=a little; 3=somewhat; 4=quite a bit; 5=very much; 0=I don't know	
1. Strong, sustained, and diverse grassroots base	
1.1 The movement's membership represents populations most affected by the issue.	
1.2 Participants in the movement represent diverse populations.	
1.3 There is a critical mass of individuals willing and ready to take action to support the movement.	
1.4 There are a variety of opportunities for individuals to participate in the movement.	
1.5 Individuals who are most affected by the issue speak for themselves, lead others in the community, and have ownership of the change process.	
2. Diverse leadership that includes next generation leaders	
2.1 The contribution of young leaders in the movement is recognized by members.	
2.2 Leaders from different generations exchange ideas, skills and/or knowledge, and collaborate.	
2.3 There are clear mechanism(s) to develop and support new leaders, including next generation leaders and leaders from communities that are most affected by the issue.	
2.4 The leadership of the movement are open to the needs and new demands of their members and integrates them into the movement's agendas	
3. Strong collaboration within this movement and with other allied movements	
3.1 There is strong collaboration among groups within this movement.	
3.2 Groups within this movement are actively reaching out and engaging informal groups (i.e., groups that are not legally constituted OR groups that has little or no formal structure) such as women's collectives, self-help groups, student groups, etc.	
3.3 There is strong engagement and support from other allied movements.	
3.4 Groups within this movement are actively participating in key spaces on other social justice and human rights issues.	
4. Shared collective political agenda	
4.1 The movement has clear long-term goals and vision.	
4.2 The movement has a set of clear short-term political priorities.	
4.3 There is a shared understanding of problems.	
4.4 There is a shared understanding of potential solutions to the problems.	
4.5 When opportunities arise, members of the movement respond quickly in a coordinated way.	
4.6 The movement is effective in (re)framing and communicating issues within and beyond the movement.	
5. Use of multiple strategies that are mutually reinforcing	
5.1 Individuals and groups are using diverse strategies to advance the movement's agenda. Strategies might include grassroots mobilizing, service delivery, public awareness building, policy analysis, advocacy, lobbying, litigation, research, etc.	
5.2 Individuals and groups using different strategies support the movement's agenda in a coordinated way.	
5.3 There is a coordinated effort to generate evidence to inform strategy development.	
5.4 The movement is effective in using appropriate technology and media to communicate with different audiences.	

6. Strong support infrastructure that includes strong anchor organizations and effective decision-making structures and communication systems	
6.1 There are sufficient opportunities for groups to come together for peer learning and joint planning.	
6.2 There are recognized organizations or coalitions that coordinate and communicate with members of the movement effectively.	
6.3 There are recognized organizations or coalitions that provide appropriate capacity building support to smaller organizations when needed.	
6.4 There is a mechanism for effective decision-making for the movement.	
6.5 There are opportunities for movement actors to discuss successes and challenges in an open and honest way.	
7. Strong collective capacities of human rights defenders and their organizations to ensure their safety and security	
7.1 There are mechanisms in place to provide appropriate and immediate response to address violence against human rights defenders.	
7.2 The group or network I am a part of has plans and strategies to ensure physical safety of its members (includes public spaces/events, office spaces, and their homes).	
7.3 The group or network I am a part of has plans and strategies to ensure digital security	
7.4 The group or network I am a part of has security plans and strategies that include measures for self-care.	

PART 3: MOVEMENT PRIORITIES AND THE STAGE OF THE MOVEMENT

Based on the average scores for each dimension, please respond to the following questions

1. Which of the following do you consider to be strength(s) of the movement and which do you consider to be challenge(s) of the movement?

Dimension	Strength or Challenge
1. Strong, sustained, and diverse grassroots base	<input type="radio"/> Strength <input type="radio"/> Challenge
2. Diverse leadership that includes next generation leaders	<input type="radio"/> Strength <input type="radio"/> Challenge
3. Strong collaboration within this movement and with other allied movements	<input type="radio"/> Strength <input type="radio"/> Challenge
4. Shared collective political agenda	<input type="radio"/> Strength <input type="radio"/> Challenge
5. Use of multiple strategies that are mutually reinforcing	<input type="radio"/> Strength <input type="radio"/> Challenge
6. Strong support infrastructure that includes strong anchor organizations and effective decision-making structures and communication systems	<input type="radio"/> Strength <input type="radio"/> Challenge
7. Strong collective capacities of human rights defenders and their organizations to ensure their safety and security	<input type="radio"/> Strength <input type="radio"/> Challenge

2. Among the dimensions above, which are the highest priority (most urgent now) for the movement and how do you plan to strengthen the dimension(s).

a. Select up to two dimensions that are the highest priority for the movement to strengthen	b. How do you plan to strengthen the dimension(s) selected as priorities?
Priority 1:	
Priority 2:	

3. Below is a list of movement stages and their characteristics (adapted from Batliwala, 2003). Please review the descriptions and answer the questions below.

Stage	Description/characteristics
Emerging movements	<ul style="list-style-type: none"> • Mobilization, awareness and identity building • Rising political consciousness and issue/s identification • Preliminary political agenda • Tentative actions for change • Nascent constituency-based leadership • Higher dependence on support organization
Coalescing movements	<ul style="list-style-type: none"> • Steady and sustained membership base • Higher political consciousness and evolving organizational structure • Longer-term political agenda and change strategies • Internal leadership and decision-making structures and systems • Relationships with growing range of allies • Greater autonomy vis-à-vis support organizations • Increasing visible impacts on society, discourses, policy, law, community, etc., including backlashes and setbacks
Mature movements	<ul style="list-style-type: none"> • Strong and sustained membership base consciously identifying with the movement • Strong autonomous organizational and governance structure • Extensive and deep leadership • Sophisticated analysis, strategies, political acumen • High measurable impact on state and non-state actors, and society at large • Strategic alliances and adversaries
Stagnant movements or movements in decline	<ul style="list-style-type: none"> • Stagnant or declining membership base • Rigid political analysis/agenda that has lost relevance and appeal • Static strategies and actions with limited or declining impact • Loss of issue focus, change of political/economic/social environment and imperatives, change of historic movement • Aging out – of leadership, agenda, membership, etc. • Rise of other movements

Based on the descriptions above, which best describes the overall stage of the movement you are assessing?

- Emerging movement
- Coalescing movement
- Mature movement
- Stagnant movement or movement in decline

PART 4: PARTICIPANTS

In this section, we are interested in learning about you and/or your organization so that we can better understand who participated in this assessment and whose perspectives are reflected in the results. The following information is confidential and will only be shared in aggregate.

1. Are you completing this assessment on the behalf of an organization or group?

- Yes, on the behalf of an organization or group
- No, as an individual activist or expert

Name of organization or group:

Type of organization (*select one*):

- International network or coalition (more than one country in more than one continent)
- Regional network or coalition (more than one country on your continent)
- National network or coalition
- Regional domestic network or coalition (several provinces or states)
- Local network or coalition (district/province/state)
- International non-profit organization, research center or agency
- National non-profit organization, research center or agency
- Grassroots or community based organization
- Individual/activist
- Donors (including foundations and women's funds, etc.)

2. What is your organization's primary role in the movement? If completing as an individual, what is your primary role? Select up to 2 categories from the list below that best describe.

- | | |
|---|---|
| <input type="checkbox"/> Conscious raising and awareness building with wider community or public | <input type="checkbox"/> Service delivery |
| <input type="checkbox"/> Mobilizing and organizing with members/supporters | <input type="checkbox"/> Policy advocacy |
| <input type="checkbox"/> Leadership development | <input type="checkbox"/> Capacity building for other organizations or groups |
| <input type="checkbox"/> Coalition building | <input type="checkbox"/> Fundraising and managing resources |
| <input type="checkbox"/> Strategic support (including activities such as conducting research, providing analysis, building evidence, supporting strategy development) | <input type="checkbox"/> Support infrastructure (such as hosting a secretariat, providing administrative support, ICT systems, convening space) |

3. Please provide the following information about each individual who participated in responding to this survey. Add additional rows if needed.

	What is the participant's age?	How many years has each participant been involved in this movement?	To which gender identity does the participant most identify?
Participant 1	<input type="radio"/> 35 and under <input type="radio"/> Over 35 years		
Participant 2	<input type="radio"/> 35 and under <input type="radio"/> Over 35 years		
Participant 3	<input type="radio"/> 35 and under <input type="radio"/> Over 35 years		

4. We would like to include as many voices from the movement as possible. Please recommend additional individuals and/or organizations that you think we should reach out to for their response on this capacity assessment.

Name	Affiliation	Email Address

PART 5: FEEDBACK FOR GLOBAL FUND FOR WOMEN

We are always looking for ways to improve the tool. If you have used the tool, did you find it useful, why or why not? What, if anything, was missing? What, if anything, was not needed or should not be included? If you have suggestions, we would love to hear from you.

Movement Capacity Assessment Tool

Discussion Guide

The Movement Capacity Assessment Tool is an online tool designed to engage multiple stakeholders in a collective assessment of the capacity of their movement. In some cases, collecting responses from individual movement actors via an online survey may not be appropriate or feasible. For example, accessibility of the language used in the tool, quality of the internet connection, security risks associated with online surveys, dynamics among movement actors, etc. The lead organizer may prefer to use the tool to facilitate a group discussion with multiple stakeholders in-person.

Instructions for the lead organizer:

1. Make sure this is the right tool for you

Use this tool if the movement you would like to assess meets the following criteria:

- The movement is composed of an organized set of individuals and organizations vested in making a change in their situation pursuing a common political agenda through collective action
- These individuals and organizations recognize the movement's existence and identify themselves as part of the movement
- The potential benefits of engaging these individuals and organizations in assessing the movement outweigh potential risks (security, internal/external conflict, , or other obstacles)
- As the lead organizer, you or your organization are able to reach and involve other movement actors in the assessment

2. Define the movement to be assessed

It is important that the participants you are engaging in the group discussion see themselves as part of the movement you are assessing. We recommend that, before the meeting, the lead organizer has a conversation with the participants about how their particular movement is defined. We do not want to assume that everyone has the same understanding of the movement and speaking with the participants first can help ensure everyone is assessing the same movement.

3. Identify and invite participants

In order to have a meaningful conversation, we recommend ...

- keeping the group size small (e.g., no more than 20 people)
- including individuals and organizations representing different perspectives and playing different roles within the movement
- engaging a facilitator who understand the movement well, is well respected among movement actors, and represents an independent and neutral voice

4. Facilitate group discussions

Recognizing that the specific format and design of the group discussion will depend on your context, we offer some illustrative examples below.

Example one: Individual participants respond to the questions independently first and come together in a large group to discuss aggregate results.

- a. Have individual participants complete the questions in Appendix A independently
- b. Collect the sheets and tally the results during a break (please make sure you have enough time during the break to tally the results)
- c. Present the aggregate results with the group when they return from break, highlighting the strengths, challenges, and priorities identified by the participants
- d. Discuss the results and what's next:
 - What surprises you about the results?
 - What factors may explain some of the trends we are seeing?
 - What additional questions do you have?
 - What can we do together to strengthen the priority areas?
 - What resources do we already have?
 - What resources are needed?
 - What next steps would you like to suggest?

Example two: Interactive mapping.

- a. Create a large table, similar to the handout on butcher paper (Appendix B part 1) and hang the 7 dimensions on their own paper around the room. For each dimension have a column for "strength," a column for "challenge," and a column for "priority." Create a separate sheet for the 4 stages of the movement.
- b. Handout colored dots or markers to each participant. You need three different colors: one color for strength, one color for challenge, and one color for priority (see step f)
- c. Hand out Appendix B part 2 to each participants for their reference
- d. Have the participants walk around the room and mark if the dimension is a challenge or a strength based on the defined characteristics. Have them also vote on which stage of the movement they think is most appropriate.
- e. Once everyone has voted, convene the group to discuss the results.
 - Do any dimensions stand out as clear challenges or clear strengths?
 - What surprises you about the results?
 - What factors may explain some of the trends we are seeing?
 - What additional questions do you have?
- f. Have the participants walk around again, give them 2 votes to select the top dimension(s) they see as a top priority for the movement to strengthen.
- g. Identify the top two priority areas based on the voting results. Convene the group to discuss:
 - What can we do together to strengthen the priority areas?
 - What resources do we already have?
 - What resources are needed?
 - What next steps would you like to suggest?

Appendix A: Movement Capacity Building Tool Worksheet

To what extent does the statement describe the movement?

1=not at all; 2=a little; 3=somewhat; 4=quite a bit; 5=very much; 0=I don't know	
1. Strong, sustained, and diverse grassroots base	
1.1 The movement's membership represents populations most affected by the issue.	
1.2 Participants in the movement represent diverse populations.	
1.3 There is a critical mass of individuals willing and ready to take action to support the movement.	
1.4 There are a variety of opportunities for individuals to participate in the movement.	
1.5 Individuals who are most affected by the issue speak for themselves, lead others in the community, and have ownership of the change process.	
2. Diverse leadership that includes next generation leaders	
2.1 The contribution of young leaders in the movement is recognized by members.	
2.2 Leaders from different generations exchange ideas, skills and/or knowledge, and collaborate.	
2.3 There are clear mechanism(s) to develop and support new leaders, including next generation leaders and leaders from communities that are most affected by the issue	
2.4 The leadership of the movement are open to the needs and new demands of their members and integrates them into the movement's agendas.	
3. Strong collaboration within this movement and with other allied movements	
3.1 There is strong collaboration among groups within this movement.	
3.2 Groups within this movement are actively reaching out and engaging informal groups (i.e., groups that are not legally constituted OR groups that has little or no formal structure) such as women's collectives, self-help groups, student groups, etc.	
3.3 There is strong engagement and support from other allied movements.	
3.4 Groups within this movement are actively participating in key spaces on other social justice and human rights issues.	
4. Shared collective political agenda	
4.1 The movement has clear long-term goals and vision.	
4.2 The movement has a set of clear short-term political priorities.	
4.3 There is a shared understanding of problems.	
4.4 There is a shared understanding of potential solutions to the problems.	
4.5 When opportunities arise, members of the movement respond quickly in a coordinated way.	
4.6 The movement is effective in (re)framing and communicating issues within and beyond the movement.	
5. Use of multiple strategies that are mutually reinforcing	
5.1 Individuals and groups are using diverse strategies to advance the movement's agenda. Strategies might include grassroots mobilizing, service delivery, public awareness building, policy analysis, advocacy, lobbying, litigation, research, etc.	
5.2 Individuals and groups using different strategies support the movement's agenda in a coordinated way.	
5.3 There is a coordinated effort to generate evidence to inform strategy development.	
5.4 The movement is effective in using appropriate technology and media to communicate with different audiences.	
6. Strong support infrastructure that includes strong anchor organizations and effective decision-making structures and communication systems	
6.1 There are sufficient opportunities for groups to come together for peer learning and joint planning.	
6.2 There are recognized organizations or coalitions that coordinate and communicate with members of the movement effectively.	

6.3 There are recognized organizations or coalitions that provide appropriate capacity building support to smaller organizations when needed.	
6.4 There is a mechanism for effective decision-making for the movement.	
6.5 There are opportunities for movement actors to discuss successes and challenges in an open and honest way.	
7. Strong collective capacities of human rights defenders and their organizations to ensure their safety and security	
7.1 There are mechanisms in place to provide appropriate and immediate response to address violence against human rights defenders.	
7.2 The group or network I am a part of has plans and strategies to ensure physical safety of its members (includes public spaces/events, office spaces, and their homes).	
7.3 The group or network I am a part of has plans and strategies to ensure digital security	
7.4 The group or network I am a part of has security plans and strategies that include measures for self-care.	

Stages of a social movement and their characteristics

Based on the descriptions below, which best describes the overall stage of the movement?

Stage	Description (adapted from Batliwala, 2003)
Emerging movements	<ul style="list-style-type: none"> • Mobilization, awareness and identity building • Rising political consciousness and issue/s identification • Preliminary political agenda • Tentative actions for change • Nascent constituency-based leadership • Higher dependence on support organization
Coalescing movements	<ul style="list-style-type: none"> • Steady and sustained membership base • Higher political consciousness and evolving organizational structure • Longer-term political agenda and change strategies • Internal leadership and decision-making structures and systems • Relationships with growing range of allies • Greater autonomy vis-à-vis support organizations • Increasing visible impacts on society, discourses, policy, law, community, etc., including backlashes and setbacks
Mature movements	<ul style="list-style-type: none"> • Strong and sustained membership base consciously identifying with the movement • Strong autonomous organizational and governance structure • Extensive and deep leadership • Sophisticated analysis, strategies, political acumen • High measureable impact on state and non-state actors, and society at large • Strategic alliances and adversaries
Stagnant movements or movements in decline	<ul style="list-style-type: none"> • Stagnant or declining membership base • Rigid political analysis/agenda that has lost relevance and appeal • Static strategies and actions with limited or declining impact • Loss of issue focus, change of political/economic/social environment and imperatives, change of historic movement • Aging out – of leadership, agenda, membership, etc. • Rise of other movements

Appendix B: Interactive Mapping and Handout

B.1 On butcher paper for the collective activity

7 dimensions of a strong social movement:

Strong, sustained, and diverse grassroots base		
Strength	Challenge	Priority

Diverse leadership that includes next generation leaders		
Strength	Challenge	Priority

Strong collaboration within this movement and with other allied movements		
Strength	Challenge	Priority

Shared collective political agenda		
Strength	Challenge	Priority

Use of multiple strategies that are mutually reinforcing		
Strength	Challenge	Priority

Strong support infrastructure		
Strength	Challenge	Priority

Strong collective capacity to ensure safety and security		
Strength	Challenge	Priority

Stages of a social movement:

Emerging movements	Coalescing movements	Mature movements	Stagnant movements or movements in decline

B2. Movement Capacity Assessment Tool Handout

Dimension	Description
<p>1. Strong, sustained, and diverse grassroots base</p>	<p>1.1 The movement’s membership represents populations most affected by the issue. 1.2 Participants in the movement represent diverse populations. 1.3 There is a critical mass of individuals willing and ready to take action to support the movement. 1.4 There are a variety of opportunities for individuals to participate in the movement. 1.5 Individuals who are most affected by the issue speak for themselves, lead others in the community, and have ownership of the change process.</p>
<p>2. Diverse leadership that includes next generation leaders</p>	<p>2.1 The contribution of young leaders in the movement is recognized by members. 2.2 Leaders from different generations exchange ideas, skills, and/or knowledge, and collaborate. 2.3 There are clear mechanism(s) to develop and support new leaders, including next generation leaders and leaders from communities that are most affected by the issue. 2.4 The leadership of the movement are open to the needs and new demands of their members and integrates them into the movement’s agenda.</p>
<p>3. Strong collaboration within this movement and with other allied movements</p>	<p>3.1 There is strong collaboration among groups within this movement. 3.2 Groups within this movement are actively reaching out and engaging informal groups (i.e., groups that are not legally constituted OR groups that has little or no formal structure) such as women’s collectives, self-help groups, student groups, etc. 3.3 There is strong engagement and support from other allied movements. 3.4 Groups within this movement are actively participating in key spaces on other social justice and human rights issues.</p>
<p>4. Shared collective political agenda</p>	<p>4.1 The movement has clear long term goals and vision. 4.2 The movement as a set of clear short-term political priorities. 4.3 There is a shared understanding of problems. 4.4 There is a shared understanding of potential solutions to the problems. 4.5 When opportunities arise, members of the movement respond quickly in a coordinated way. 4.6 The movement is effective in (re)framing and communicates issues within and beyond the movement.</p>
<p>5. Use of multiple strategies that are mutually reinforcing</p>	<p>5.1 Individuals and groups are using diverse strategies to advocate the movement’s agenda. 5.2 Individuals and groups using different strategies support the movement’s agenda in a coordinated way. 5.3 There is a coordinated effort to generate evidence to inform strategy development. 5.4 The movement is effective in using appropriate technology and media to communicate with different audiences.</p>
<p>6. Strong support infrastructure</p>	<p>6.1 There are sufficient opportunities for groups to come together for peer learning and joint planning. 6.2 There are recognized organizations or coalitions that coordinate and communicate with members of the movement effectively.</p>

	<p>6.3 There are recognized organizations or coalitions that provide appropriate capacity building support to smaller organizations when needed.</p> <p>6.4 There is a mechanism for effective decision-making for the movement.</p> <p>6.5 There are opportunities for movement actors to discuss successes and challenges in an open and honest way.</p>
7. Strong collective capacity to ensure safety and security	<p>7.1 There are mechanisms in place to provide appropriate and immediate response to address violence against human rights defenders.</p> <p>7.2 The group or network I am a part of has plans and strategies to ensure physical safety of its members (including public spaces/events, office spaces, and their homes).</p> <p>7.3 The group or network I am a part of has plans and strategies to ensure digital security.</p> <p>7.4 The group or network I am a part of has security plans and strategies that include measures for self care.</p>

Stages of a social movement and their characteristics

Stage	Description (adapted from Batliwala, 2003)
Emerging movements	<ul style="list-style-type: none"> • Mobilization, awareness and identity building • Rising political consciousness and issue/s identification • Preliminary political agenda • Tentative actions for change • Nascent constituency-based leadership • Higher dependence on support organization
Coalescing movements	<ul style="list-style-type: none"> • Steady and sustained membership base • Higher political consciousness and evolving organizational structure • Longer-term political agenda and change strategies • Internal leadership and decision-making structures and systems • Relationships with growing range of allies • Greater autonomy vis-à-vis support organizations • Increasing visible impacts on society, discourses, policy, law, community, etc., including backlashes and setbacks
Mature movements	<ul style="list-style-type: none"> • Strong and sustained membership base consciously identifying with the movement • Strong autonomous organizational and governance structure • Extensive and deep leadership • Sophisticated analysis, strategies, political acumen • High measureable impact on state and non-state actors, and society at large • Strategic alliances and adversaries
Stagnant movements or movements in decline	<ul style="list-style-type: none"> • Stagnant or declining membership base • Rigid political analysis/agenda that has lost relevance and appeal • Static strategies and actions with limited or declining impact • Loss of issue focus, change of political/economic/social environment and imperatives, change of historic movement • Aging out – of leadership, agenda, membership, etc. • Rise of other movements

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