Movements as Outcomes

Social justice work is complex. Our grantees aim to fundamentally transform how power is distributed in our society. In this model, the transformation areas are meant to help categorize important components and outcomes within a *continuum* of social change work. This model categorizes those outcomes into four types (or "domains") of social *transformation.*

We use the word, "transformation," because most Crossroads Fund grantees are not trying to gain more power for themselves while structures and conditions remain unjust. We know that social movements do not occur in isolation. Often, they are the result of transformation.

Social justice work is inter-related across the four areas of transformation described in this model. The four areas of social transformation are:

- ✓ **Cultural Transformation**: Ally communities, broader external audiences, or mainstream dialogues reflect greater awareness, supportive environments, or increased political will about this issue/concern.
- ✓ **Community Transformation**: People most affected by this issue are collectively engaged in proposing ideas and implanting plans to change conditions, standards, and expectations in their own community(ies).
- ✓ **Institutional Transformation**: Policies, systems, and institutions are more just and equitable.
- ✓ **Sustainable Transformation**: Policymakers and institutions are held accountable to uphold equal access, fair practices, and high standards.

Social Justice Continuum | Indicators of Transformation

Cultural Transformation	Community Transformation	Institutional Transformation	Sustainable Transformation
Bystanders become allies. Allies become advocates. More people are engaged, aware, and participating.	Increasing collective leadership capacity of individuals most or directly impacted by the issue; self-advocates identify solutions.	Officials and positional leaders act as champions and risk-takers for equity; rebalance decision-making power.	Passive or reactive monitors become proactive enforcers and defenders; whistle-blowers are supported.

Leadership development is used throughout each transformation domain as "leaders" grow knowledge, skills, and leverage positional ability/power.

Individual leaders have multiple roles or will transition from one role to another throughout the community and systems. For example, a superintendent of a school system may also be a parent of a student, and likely a student or teacher themselves at one time. As a leader, the decision-making authority is related to a specific role depending on the issues being addressed. Therefore, we acknowledge that transformation domains are not linear and may alternatively be presented as a cycle.

Cyclical Model
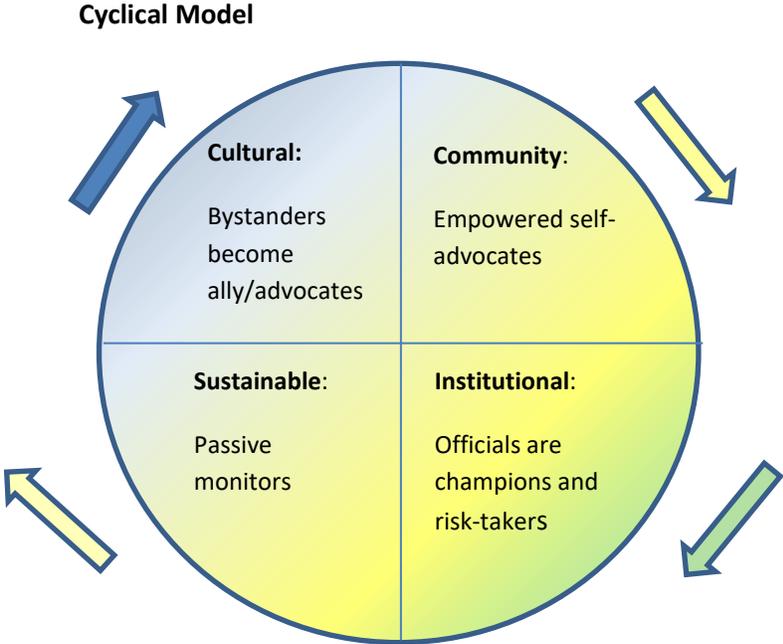
The next few worksheets will provide details about each transformation outcome and examples of specific indicators.

Easy Guide to Using the

Social Movements Development Model

Don't know where to start?

Follow these four steps to using the Social Movements Development Model.

Use the work sheets as you go. Take your time. Consult with others.

Step 1:   Take the self-assessment quiz.

Find out where you stand – individually and collectively. Is this what you expected? If so, you may already have a good understanding of the terms used in the framework and a good grasp of how to talk about your work and impact.

Have others on your team complete the quiz and compare results – are you all on the same page about your work? If not, you may need to clarify amongst yourselves first.

Step 2:   Generate ideas.

We recommend using the framework to stir ideas and possibilities in planning *then* focus on the capacities needed to achieve the intended outcomes.

It's best to do this as a team! Together, you will want to briefly discuss each of the transformation areas at the top of the model. Next, talk about each of the capacity areas. Knowing this will help you create a timeline of tasks and intermediate steps toward long-term transformation.

Step 3: Describe the changes you want to make – and steps needed to make it happen.

Describe the types of changes you expect to see. Based on your capacity, what are SMART outcomes you will want to achieve in the next year? Focus on what will be different over the next year; these are your indicators. Talk about how you will monitor your achievements and when you will complete important steps.

SMART Goals

S = Specific

M = Measurable

A = Achievable

R = Relevant

T = Time-Bound

Important note:

Collaboration is a one way to increase your capacity.

Think about what you bring to the work and what else is needed. Who else is or should be involved - now and in the future? How are you working together toward a larger *Movement*?

Step 4: Get results.

Document your results – important processes and outcomes – based on the indicators you listed. Also, talk about what you learned, including unanticipated outcomes. Connect the dots back to the transformation area(s).

Cultural Transformation

Ally communities, broader external audiences, or mainstream dialogues reflect greater awareness, supportive environments, or increased political will about this issue/concern.

CULTURAL TRANSFORMATION OUTCOMES

Bystanders become allies.
Allies become advocates.
More people are engaged, aware, and participating.

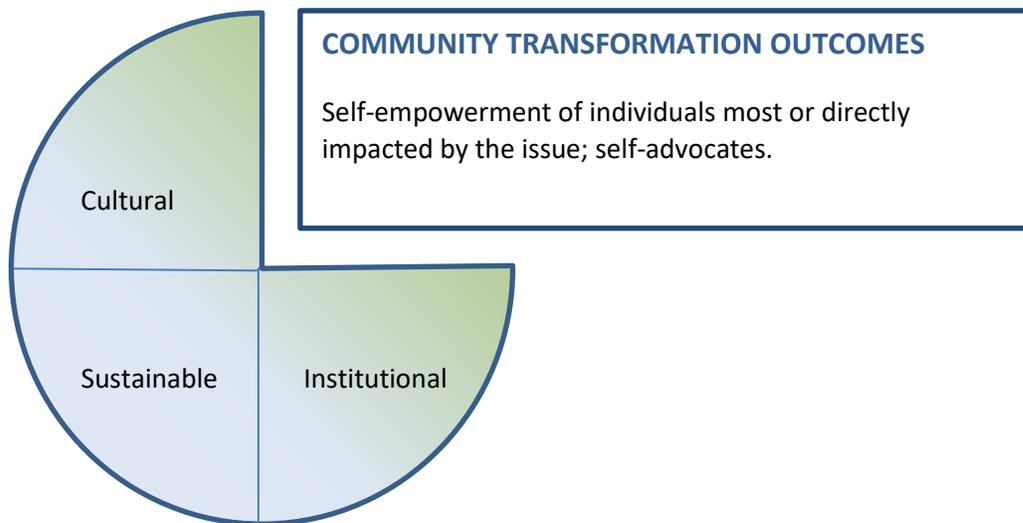Community

Sustainable   Institutional
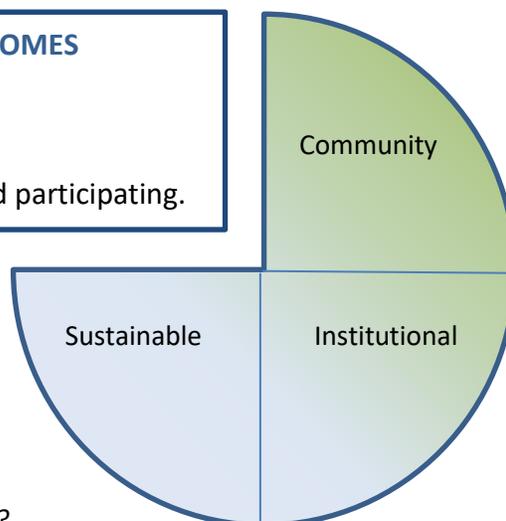
ASK YOURSELF

- *In addition to those directly impacted, who else is affected by this issue?*
- *What is or should be the role of allies in this work?*
- *How are we engaging them in our work?*
- *What do they know or need to know about us in order to be proactive in this work?*
- *How are we creating allies and changing behaviors in broader communities?*
- *What outreach & media are we engaging to challenge existing norms & discourse?*

SAMPLE INDICATORS

- 17 Ally groups co-sponsor LGBTQ awareness training for their staff and parent support groups
- 5 ally groups adopt new organizational policies or procedures to address fair treatment of seasonal employees; all 5 sign on as coalition supporters
- Training series (over 20 sessions) with ally groups increase awareness of mental health disparities for 250 participants; all participants develop a personal responsibility plan
- Social media campaign with 6 new partners reaches over 300 new followers on twitter
- 600 names added to petition from outreach to ally groups' members and network
- 100 people volunteered and/or made a contribution to the campaign

Community Transformation

People most affected by this issue are collectively engaged in proposing ideas and implanting plans to change conditions, standards, and expectations in their own community(ies).

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COMMUNITY TRANSFORMATION OUTCOMES

Self-empowerment of individuals most or directly impacted by the issue; self-advocates.

Cultural

Sustainable

Institutional

ASK   YOURSELF

- *Who is most directly impacted by this issue or work?*
- *How are we creating spaces for community members are most affected to engage in decision-making that impacts them?*
- *What are we doing to support and develop knowledge, skills and abilities in the people most impacted?*
- *How are we supporting collective action and self-determination?*

SAMPLE INDICATORS

- 43 student & parent pairs trained in series of 3 workshops
- 12 peer educators lead monthly discussion groups
- Neighborhood volunteers increase by 50% in 3 months
- 5 residents give testimony on the direct harm from a new policy
- 20 trained residents increase participation agency boards and advisory groups

Institutional Transformation

Policies, systems, and institutions are more just and equitable.

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Cultural

Community

Sustainable
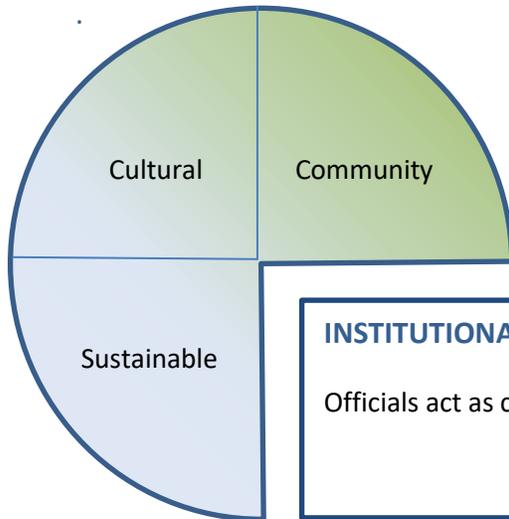
INSTITUTIONAL TRANSFORMATION OUTCOMES

Officials act as champions and risk-takers.

ASK YOURSELF

- *What change in policies or institutions will have a positive direct impact on our community(ies)?*
- *What physical or social structures need to be improved or removed in order to create greater access to resources in or for our community(ies)?*
- *What is needed so decision makers will take action toward a greater good?*
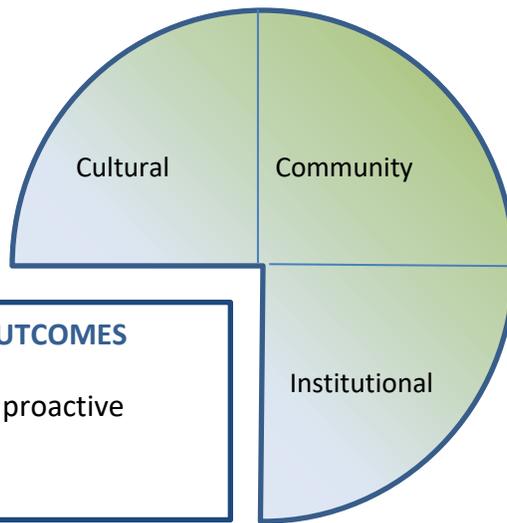
SAMPLE INDICATORS

- Government agencies & businesses must now report & adhere to improvement plans to increase minority representation/hiring.
- New park and recreation program will open and provide free family activities.
- City creates streamlined process and multilingual access for street vendors to apply and receive approval for event sales.
- Unions will partner with neighborhood centers to provide more job training and certification options.

Sustainable Transformation

Policymakers and institutions are held accountable to uphold equal access, fair practices, and high standards.

Cultural

Community

Institutional

SUSTAINABLE TRANSFORMATION OUTCOMES

Passive or reactive monitors become proactive enforcers and defenders.
Whistle-blowers are supported.

ASK YOURSELF

- *What are lessons learned and best practices around this issue?*
- *How do we implement, maintain, or enforce these best practices?*
- *How are we holding officials accountable?*
- *What is needed so positive changes do not back slide?*

SAMPLE INDICATORS

- Pilot projects being funded and documented in 4 sites
- Partnership contract template shared with 9 agencies
- Annual voting "report card" holds decision makers accountable to promises made
- Law enforcement commits resources to do proactive education and prevention work to reduce youth offenders
- Watchdog groups release awareness alerts for internal or external monitoring when issues are flagged

1. *Review the questions and model with a team (2-3 people).*

   Organizations felt this model was most useful when used as a discussion tool. Be open to the process. Make time to have look at it individually and collectively. You may be surprised to hear what others feel are key impacts and indicators.

2. *Keep your organizational mission and structure in mind.*

   For some folks, mission and vision are easy places to start describing what and why you do what you are doing. Be sure to tie this into your transformation area with specific goals, outcomes, and activities. Knowing who you are and what you need will help along the process!

3. *Start the model where ever you are most comfortable.*

   Depending on your own learning style, describing program activities (Question 2 of the questionnaire) might be easier than long-term outcomes, or vice versa. Don't let one challenge keep you from completing the process – you can skip and come back to any category later when you have more pieces completed.

4. *Focus in one or two key transformation areas!*

   Use the self-assessment quiz to help identify which transformation area is a good fit for your work. Even if you are doing work across all areas, choose one to describe in detail.

5. *Don't stress about data. Use existing information whenever possible.*

   You might be surprised at how much data you already collect - review and reuse the info to reduce the amount of work you have to do for this report. You may or may not have quantifiable data, especially for the percentages question. It is ok to estimate. Remember, the report is just a snapshot of your work - writing it down now gives you a reference point for comparison later and/or with others in your project.

6. *Be goal-oriented. Aim for specific measures in the summary sheets.*

   Numbers can provide quick and easy reference to size and scope of the work. A few thoughtful bullet points can highlight a lot of work and knowledge in the summary sheet. If it's a key outcome or indicator, describe it in more detail in the narrative.

7. *When in doubt, ask.*

   Crossroads Fund provides technical assistance and open peer learning opportunities to complete these required forms. These forms are not meant to take more than 3-4 hours to complete, so if you are finding this process time-consuming or difficult, please ask for assistance.

Transformation Self Assessment "Quiz"

Instructions*:* At least one person from each organization should complete this quiz. For groups wanting to do the assessment, you may discuss and answer one assessment together OR each individual may complete and submit a separate assessment. As a group, completing a single assessment or comparing assessment scores can begin a useful discussion that uncovers new or different perspectives about your work. This assessment can help organizations understand where they fit into the SMDM framework.

- ✓ For each of the following three questions, **place an X in the box next to ONE response** that describes your organization and your work. For each set of responses, **select only ONE .**

1. Which statement best describes your **target audience**? We mostly work with:

a. Individuals seeking opportunities and resources to address specific challenges in their community.	
b. Public officials and agencies making broad decisions about issues that affect our communities.	
c. Agencies, businesses, or organizations that are have a direct role or responsibility in this issue.	
d. Media and/or broader constituents to increase awareness of these issues or concerns.	

2. Which statement best describes what the **primary focus** of your organization's work? Your main goal is:

a. For people to understand their rights, gain skills and advocate for themselves.	
b. To influence and educate officials, policymakers, and administrators.	
c. To create more supportive environments and ally advocates by changing attitudes and behaviors in society.	
d. For people to be collectively engaged in decisions that affect them.	

3. What statement describes the **most significant portion** of your work for the coming year? We will be:

a. Developing a model or pilot program based on best practices and established standards.	
b. Coordinating agency partners in a campaign on a specific policy or legal action.	
c. Convening community dialogues, panels and workshops that educate and inform broader communities about our issues.	
d. Training leaders and advocates to navigate the political and/or decision making system.	

Transformation Self Assessment Quiz Score

Which statement best describes your **target audience**? Select only one. We mostly work with:

Responses	Scoring
Individuals seeking opportunities and resources to address specific challenges in their community	10
Public officials and agencies making broad decisions about issues that affect our communities	15
Agencies, businesses, or organizations that are have a direct role or responsibility in this issue	20
Media and/or broader constituents to increase awareness of these issues or concerns.	5

Which statement best describes what the **primary focus** of your organization's work ? Select only one. Your main goal is:

For people to understand their rights, gain skills and advocate for themselves.	20
To influence and educate officials, policymakers, and administrators.	15
To create more supportive environments and ally advocates by changing attitudes and behaviors in society.	5
For people to be collectively engaged in decisions that affect them.	10

What statement describes the **most significant portion** of your work for the coming year? Select only one. We will be:

Developing a model or pilot program based on best practices and established standards.	20
Coordinating agency partners in a campaign on a specific policy or legal action.	15
Convening community dialogues, panels and workshops that educate and inform broader communities about our issues.	5
Training leaders and advocates to navigate the political and/or decision making system.	10

Points Scale:
Cultural = 15 – 25
Community = 25 – 35
Institutions = 35 – 45
Sustainable = 45 +

Social Movement Developmental Model

Movement(s) – The Container

Movement(s) – The Outcome

CULTURAL TRANSFORMATION

How are we creating allies and changing behaviors in broader communities? What outreach & media are we engaging to challenge existing norms & discourse?

INDICATORS: _____

COMMUNITY TRANSFORMATION

How are we creating spaces for people who are most affected to engage in decision-making about them. How are we supporting collective action and self-determination?

INDICATORS: _____

INSTITUTIONAL TRANSFORMATION

What change in policies or institutions will have a positive direct impact on our community(is)? What is needed so decision makers will take action toward a greater good?

INDICATORS: _____

SUSTAINABLE TRANSFORMATION

How do we implement, maintain or enforce best practices? How are we holding officials accountable? What is needed so positive changes do not back slide?

INDICATORS: _____

Movement(s) – The Vehicle

COMMUNICATIONS CAPACITY

How do you talk about your work? To whom?

ASSETS: _____

NEEDS: _____

COLLABORATION: _____

LEADERSHIP CAPACITY

How do you engage those most affected? Who sets direction for your agency?

ASSETS: _____

NEEDS: _____

COLLABORATION: _____

STRATEGIC CAPACITY

What are you going to DO? How will you do it?

ASSETS: _____

NEEDS: _____

COLLABORATION: _____

RESEARCH CAPACITY

How do you learn about your issue, opposition & targets?

ASSETS: _____

NEEDS: _____

COLLABORATION: _____

INFRASTRUCTURE CAPACITY

What systems, practices, resources do you need?

ASSETS: _____

NEEDS: _____

COLLABORATION: _____

Movement(s) – The Container

CORE BELIEFS & IDEAS: *At their most developed, Crossroads Fund grantees…*
• Value identity and experience → race/class/gender/sexuality/ability • Address root causes: social, economic, racial justice
• See themselves as a part of movements: flexible & open • Seek transformation of systems through which power is distributed

Social Movement Developmental Model

Movement(s) – The Container

Movement(s) – The Outcome

SUSTAINABLE TRANSFORMATION

Policymakers and institutions are held accountable to uphold equal access, fair practices, and high standards.

SAMPLE INDICATORS:
Pilot projects being funded and documented in 4 sites, partnership contract template shared with 9 orgs.

INSTITUTIONAL TRANSFORMATION

Policies, systems, and institutions are more just and equitable.

SAMPLE INDICATORS:
Government agencies & businesses must now report & adhere to improvement plans to increase minority representation/hiring.

COMMUNITY TRANSFORMATION

People most affected by this issue are collectively engaged in proposing ideas and implanting plans to change conditions, standards, and expectations in their own community(ies).

SAMPLE INDICATORS:
43 student & parent pairs trained & leading discussion groups & increasing volunteers by 50%.

CULTURAL TRANSFORMATION

Ally communities, broader external audiences, or mainstream dialogues reflect greater awareness, supportive environments, or increased political will about this issue/concern.

SAMPLE INDICATORS:
17 Ally groups & 6 news reports adopt positive language of this issue.

Movement(s) – The Vehicle

INFRASTRUCTURE CAPACITY

Internal practices make efficient use of staff time and agency resources.

Administrative procedures strengthen documentation and accountability.

Your work can be maintained with your current assets, resources, and networks.

RESEARCH CAPACITY

Your work is informed by lived experiences and by documented trends.

Qualitative and quantitative data is used to support your work.

Your agency regularly seeks new information and reflects on external or contextual factors.

STRATEGIC CAPACITY

Your work is intentional, timely, and sufficiently resourced.

You have a track record of successful activities that propels your current work; your work is strength-based.

Short and long-term goals are established and measureable. Your outcomes, activities, and resources are aligned.

LEADERSHIP CAPACITY

Your agency is responsive to community dynamics and proactive in developing new opportunities.

Board, staff, volunteers, and partners all have clear roles and ambitious goals.

New leaders are being trained and engaged to sustain the work going forward.

COMMUNICATIONS CAPACITY

Your message is both tailored to multiple audiences, and consistent with your values.

You are able to use media effectively to engage your core constituents.

Outreach to develop new allies is an ongoing component of your work.

Movement(s) – The Container

CORE BELIEFS & IDEAS: *At their most developed, Crossroads Fund grantees…*
- Value identity and experience → race/class/gender/sexuality/ability   • Address root causes: social, economic, racial justice
- See themselves as a part of movements: flexible & open   • Seek **transformation** of systems through which power is distributed

Social Movement Developmental Model

Movement(s) – The Outcome

SUSTAINABLE TRANSFORMATION

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SAMPLE INDICATORS:
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INSTITUTIONAL TRANSFORMATION

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Ally communities, broader external audiences, or mainstream dialogues reflect greater awareness, supportive environments, or increased political will about this issue/concern.

SAMPLE INDICATORS:
17 Ally groups & 6 news reports adopt positive language of this issue.

1. Please describe the outcomes your organization has seen.
2. What activities were particularly successful in creating the transformation your organization has seen?
3. What was the impact of your activities?

Movement(s) – The Vehicle

4. What partnerships played a key role in creating this outcome?
5. What key strengths did your organization have that contributed to the successful outcome?
6. What key capacity challenges hindered your organization's ability

INFRASTRUCTURE CAPACITY

RESEARCH CAPACITY

STRATEGIC CAPACITY

LEADERSHIP CAPACITY

COMMUNICATIONS CAPACITY

CORE BELIEFS & IDEAS: *At their most developed, Crossroads Fund grantees...*
- Value identity and experience → race/class/gender/sexuality/ability • Address root causes: social, economic, racial justice
- See themselves as a part of movements: flexible & open • Seek transformation of systems through which power is distributed