

Crossroads Fund Social Movement Development Model

INTRODUCTION

The Social Movement Development Model is a tool for identifying the impact of our social change work, the kinds of changes we would like to see occur, or for developing new ways of thinking about how our work is situated in broader social justice movements.

It can be used *either* as **a planning document**, or **to gauge the impact of work that has already happened**. The model is meant to describe how groups can change power dynamics in their communities and society.

Social movements are defined by their ability to move large numbers of people to action to achieve structural and normative transformation on a national or broad scale. Engaging a diverse range of communities and approaches simultaneously, social movements unite people through multiple strategies, shared principles, and shared goals. *(adapted from the Movement Strategy Center, Oakland, California)*

Transformation often occurs in inter-related ways, we understand that social movements work touch in multiple or overlapping areas, but that a group or community's work may be focused on particular aspects based on their strengths, external factors, or other opportunities.

Social movement work is often rich and complex, and because movement is inherently dynamic, intermediate change can be hard to articulate. Defining intermediate change can be an opportunity for improvement and growth. In this model, as with many frameworks, the components and categories seek to simplify details in order to enable us to see the essential pieces. It is an exercise that if repeated regularly, can document change over time, from planning through multiple stages of evolution.

PUTTING TOGETHER SOCIAL MOVEMENTS

Social movements, by definition, involve multiple communities and multiple issues. Taking the Civil Rights movement as an example, ending white supremacy and racial oppression was/is the movement's broader goal, while voting rights, desegregation of public spaces and land ownership are examples of particular issues within that movement.

This model acknowledges movements that are both a means (vehicle) and an end (outcome). In addition, movements can be a contextual map (container).

1. **Movements are a vehicle.** We place movements at the center of our chart because we believe movements are a part of the mechanism through which social transformation occurs. None of our individual organizations can accomplish our social change goals alone. Movements' placement at the center of our model is multidirectional: In addition to creating social transformation, movements contribute to social change groups' capacity, while social change groups contribute to movements; this relationship is reciprocal. Everything passes through movement. Movements radiate outward in every direction.
2. **Movements are an outcome.** Movements are not just the vehicle through which social transformation occurs, they are also an outcome of our work. We believe the work we do to create social transformation leads to movement-building, and the creation of movements is one of the goals of our work. This is a recognition that movements are historically situated – movements ebb and flow; sometimes they appear to spring into being out of nowhere at particular moments. But we know it is the hard work our organizations do in the interim, to build our capacity and advocate for social transformation, that makes these “movement moments” possible.
3. **Movements are a container,** or alternately: The entire chart illustrates a movement. One way of understanding this model is as a map of movements, and the kinds of capacity-building and transformation we hope are constantly occurring within movements as a whole. This way, if our individual organizations are not contributing to a particular type of transformation, ideally someone else within our same movement is.

ELEMENTS OF THE MODEL

The model identifies four types of social change, or transformation: **Domains of Social Transformation**, and some of the skills and capacities that may be required for these transformations to occur: **Social Change Capacity Areas**.

Not every group needs to create every kind of social transformation or develop every kind of capacity. We understand each of these transformations and capacities as necessary to move issues forward, and for social movements to be successful. But within movements, **each organization has its own niche, and its own goals.** The purpose of this tool is to assess our own role(s) in social change, not to judge our performance against a singular ideal.

MOVEMENTS AS VEHICLES

Contributing to social transformation requires that organizations develop the capacity to have an impact. This section of the tool identifies five core capacity areas we believe make it more possible for us to create the kinds of social change we envision.

Social Change Capacity Areas

The five capacity areas are:

- ✓ **Communications capacity:** How do we talk about our work and ensure that it reaches a broader audience?
- ✓ **Leadership capacity:** How do we engage those most affected and develop their skills and voice?
- ✓ **Strategic capacity:** What are we going to do in order to get what we want? What do we require in order to think and act strategically?
- ✓ **Research capacity:** How do we learn about what we're trying to change – our opposition and targets? How do we continually incorporate what we've learned going forward?
- ✓ **Infrastructure capacity:** What funds, financial planning and management, physical space and other resources do we need in order to accomplish our goals?

Collaboration: In each of these capacity areas, working in collaboration with other organization can help increase our capacity – but collaboration is hard work, and also requires capacity. Organizations aren't always ready to collaborate, or a particular collaboration might not be a strategic use of our resources. Within each of these capacity areas, we should think about whether or not we should pursue collaborations to achieve our goals.

MOVEMENTS AS OUTCOMES

We know that social movements do not occur in isolation. Often, they are the result of 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. Our grantees aim to fundamentally transform how power is distributed in our society.

Social justice work is inter-related across the four areas of transformation described below. In this model, the transformation areas are meant to help categorize the types of outcomes within a continuum of social change work. This model identifies four types of social *transformation*.

Domains of Social Transformation

The four domains 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 higher standards.

MOVEMENTS AS A CONTAINER

Not every group's goal will be, or should be, to create social transformation in every single category on this chart, or to develop every single kind of capacity. But we believe there is value in asking ourselves – **If we are not contributing to a particular kind of social transformation, is someone else in our movement doing it?**

For instance, a neighborhood-based group working to end community violence by building stronger relationships between residents, using a collective peace-building process may be working on *community transformation*. Using the tool's capacity categories, the group may reflect on communications capacity and collaborations; are there other groups working to shift the media's negative portrayal of youth in this community? If so, how can the groups strengthen each other's work so that the general public outside the core community is more able to understand community violence in context as a racial equity issue and shift cultural norms (ie cultural transformation)? As the neighborhood group goes through the outcomes, they would be asked to consider if there are groups working for policy changes (institutional transformation) that would improve how the police treat youth in our communities, or create more just and human sentencing laws for young people. The model is an exercise for groups to be able to see where and how they may want or need coordinated action, with different strategies toward the goal of ending community violence.

When we think about the issue or issues we are working on, can we name other groups, locally and/or nationally (or even globally) who are working on this issue? What kinds of transformation are they contributing to? What does this model look like if we include "indicators" and capacity needs/assets not just for our own organization, but other organizations working on the same or related issues? Are there any ways we should challenge ourselves to work in less isolation?

USING THE MODEL

For Planning Purposes

Although we believe the model is multidirectional, the first step in assessing the impact of our social change work is to **identify our goals and move backward**, so we suggest beginning at the top of the page and working our way down. This can be done in a discussion (we suggest documenting what you talk about!), or in writing.

If we are using the model to plan for the future, we begin by asking, **what do we want to see changed?** What concrete outcomes will help us recognize that this change is occurring? In each of the domains of social transformation, identify some **concrete things** you would like to see happen. For instance, if you are an immigrant rights group working to end the stigmatization of immigrants, newscasters no longer using the word “illegal” to describe undocumented people could be one indicator of *cultural transformation*. Or if you are a group that organizes consumers of mental health services to have a real say in the decisions that affect them, a solid base of leaders who are equipped to articulate their needs to policy-makers might be a sign of *community transformation*.

Once we have identified some of our indicators of social transformation, then we can identify what kinds of capacity we need to achieve them, including what capacity we already have -- our **assets** -- and what kinds of capacity we need to build -- our **needs**. As we identify our assets and needs, we can think about how collaboration with other organizations might contribute to our capacity (ie sharing office space with another group to build our infrastructure capacity, or calling upon an experienced organizer from another group to help us build our strategy), or alternatively, what kinds of capacities we might need to develop in order to effectively collaborate (ie, Do we need a full-time staff person in order to participate in a coalition? Or, do we need to better articulate our own strategy internally before we ask others to support us?)

To Demonstrate Impact

In order to use this model to demonstrate work we have already accomplished, we can brainstorm **concrete indicators** that some kind of change has occurred within each of our four domains of social transformation. Perhaps our efforts lead to the successful passage of a new policy within the Illinois state legislature (institutional transformation). Or maybe our core group of community leaders developed a stronger racial justice analysis for our work (community transformation). If you're having trouble thinking of indicators, think about the specific activities and work you've been doing, and what, if anything, resulted from that work. Most of the time, we won't be able to accomplish our biggest goals -- either because of external obstacles, or because of our limited capacity -- but there are usually incremental changes along the way we can point toward as evidence we've made some progress.

Then we can think about how our capacity -- or the capacities of our collaborators -- helped make this possible, and use this information to continue improving our work, or to contribute to the work of other organizations. For instance, maybe we developed a strong popular education curriculum that links gentrification within our neighborhoods to global economic inequity (leadership capacity, *assets*), which lead to community leaders who are now empowered to speak to people in other communities about how the issues they are facing are interrelated (community transformation). Is this curriculum one you will continue to improve and implement? Should you share it with other organizations? How can you build upon your leaders' new skills and knowledge to work for additional transformation?

Crossroads Fund's Impact

We see that our impact on communities is fundamentally linked to the support and success of grantees. This is our theory of change:

When Crossroads Fund fulfills its leadership role in the philanthropic sector, it will effectively support innovative organizing models resulting in cohesive movement-building. This leads to self-empowered and sustainable communities who are organizing together to transform conditions, institutions, and policies which create equality and opportunities for all members of society.

The Social Movement Development Model is one way that Crossroads Fund articulates progress toward transformation made by grantees and by Foundation investments. The model informs the grant selection process, grantee evaluation and reporting, and aggregate grant investments.

About the Social Movement Development Model

This model was created by an evaluation working group that developed its components. The draft tool was also piloted with a group of grantees. It is intended to structure a conversation among potential and current grantees as well other groups interested in organizing for social change. We welcome comments and questions that help us gain more insight into our social change impact, and improve how we evaluate and carry out our work.

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:

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 Container

Movement(s) – The Outcome

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.

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%.

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.

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.

Movement(s) – The Vehicle

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.

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.

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.

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.

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.

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
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Social Movement Developmental Model

Movement(s) – The Container

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Movement(s) – The Outcome

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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.

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

COMMUNICATIONS
CAPACITY

LEADERSHIP
CAPACITY

STRATEGIC CAPACITY

RESEARCH CAPACITY

INFRASTRUCTURE
CAPACITY

CORE BELIEFS & IDEAS: *At their most developed, Crossroads Fund grantees...*

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Social Movement Developmental Model

Movement(s) – The Container

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 will you achieve in the next year?

These outcomes should be specific, measurable, achievable, relevant, timely, so that your end results are related to your mission. Talk about how you will monitor your achievements – your activities, how these move your work toward broader goals, and when you will complete important steps.

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).



Social Movements Development Model

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.

1. 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**.
2. Send your completed responses to [insert appropriate email address] to be scored. There are no correct or incorrect answers. Sida will send you your assessment score and a brief description of the Social Movement Development Model category of Transformation that corresponds to your answers.

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.	

Organization: _____ **Your Name:** _____ **Your Email:** _____

Social Movements Development Model

Transformation Self Assessment “Quiz”

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 +

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:

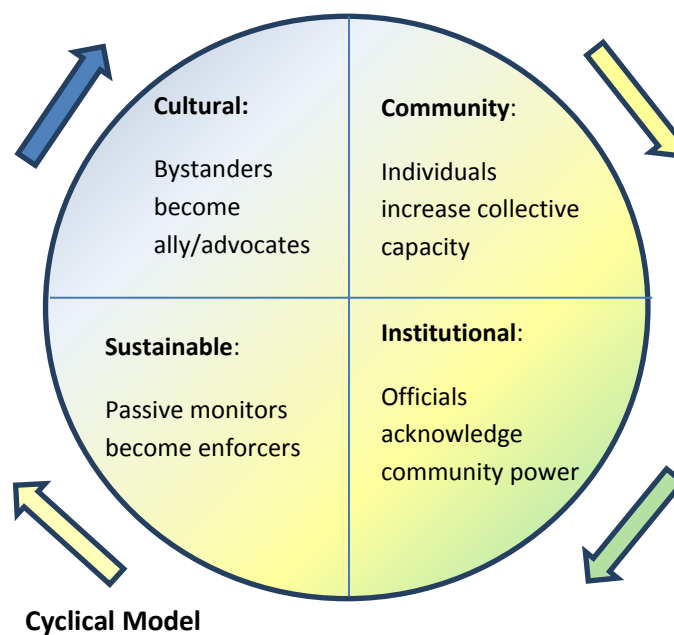
- ✓ **Cultural Transformation:** Ally communities, broader external audiences, or mainstream dialogues reflect greater awareness, supportive environments, or increased political will about this issue/concern.
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Social Justice Continuum | Indicators of 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; these individuals identify their own solutions.	Officials and positional leaders acknowledge community movements and act to redistribute resources.	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.



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

Social Movement Development Model

Outcome Indicators

Indicators	Cultural	Community	Institutions	Sustainable
Who	<ul style="list-style-type: none"> ● External audiences ● Allies ● Mainstream ● Media 	<ul style="list-style-type: none"> ● Participant advocates ● Community leaders ● Residents ● Youth ● Groups 	<ul style="list-style-type: none"> ● Advocates ● Positional leaders ● Elected officials ● Administrators ● Government agencies ● Businesses 	<ul style="list-style-type: none"> ● Participant advocates ● Legal professionals ● Youth ● Individuals and groups ● (all previously mentioned)
What	<ul style="list-style-type: none"> ● Changing discourse ● Outreach ● Partnering & Coalitions ● Messaging ● Education ● Raising awareness ● Changing attitudes and norms 	<ul style="list-style-type: none"> ● Education and training ● Peer teaching/ learning ● Recruiting, increasing participation ● Taking action ● Changing behaviors and expectations 	<ul style="list-style-type: none"> ● Presenting data, testimony, or policy ● Educating or influencing decision makers ● Piloting programs and alternatives ● Establishing models and best practices 	<ul style="list-style-type: none"> ● Holding people, businesses, agencies accountable ● Tracking impact of decisions and policies ● Highlighting infractions ● Establishing standards ● Partnering & coalitions
How	<ul style="list-style-type: none"> ● Media ● Networks ● Press contacts and releases ● Training ● Dialog sessions 	<ul style="list-style-type: none"> ● Implementing action plans ● Convening meetings ● Training cohorts and curriculum ● Community forums 	<ul style="list-style-type: none"> ● Partnering & coalitions ● Building relationships with elected officials and policymakers 	<ul style="list-style-type: none"> ● Complaint case work ● Convening leaders ● Training cohorts and curriculum ● Press contacts and releases

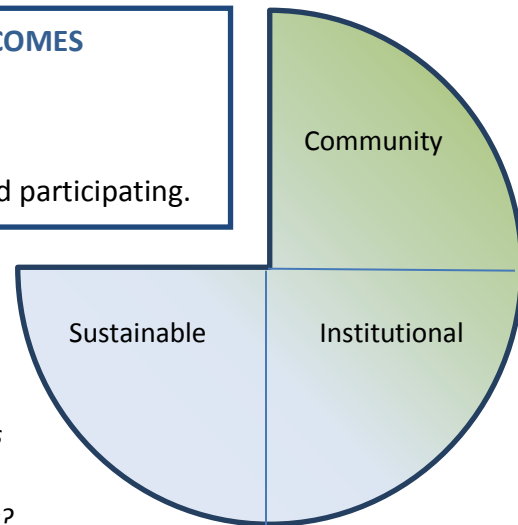
Cultural Transformation

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.



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?*

REAL CULTURAL TRANSFORMATION

1. Immigrant Youth Justice League (IYJL) works to shift from use of terms such as illegal immigrant, illegal aliens to undocumented immigrants. IYJL work has made it to a broad array of audiences from elected officials, to mainstream media outlets, academia, health and human service sectors, as well as within the internal immigrant communities young and old. IYJL's work compliments work done by other advocacy organizations such as the Applied Research Center's "Drop the "I" word" campaign. Mainstream dialogues now reflect greater awareness of the use of dehumanizing and criminalizing terms when referring to undocumented immigrants.

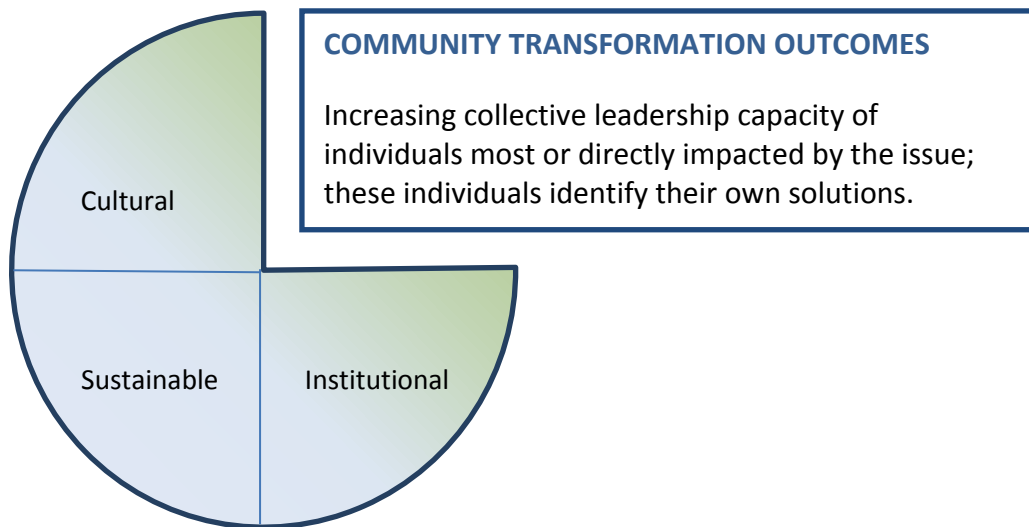
2. The Chicago Teacher's Union teachers strike of 2012 was able to frame the issue from being all about teachers' salaries and benefits to also include conditions that students were studying in – overcrowded classrooms, lack of books, lack of air conditioners, un-equal allocation of resources etc. This changed the perceptions of the strike with the general public thus creating a culture shift in how the strike was viewed and brought in more supporters.
3. Fearless Leading by the Youth, is a youth driven organization working to get a trauma center reopened at the University of Chicago hospital following the death of their peer due to lack of a trauma center in the neighborhood. This campaign has brought more attention to the issue of trauma center and has been widely covered by the media. Through this coverage and connecting the issue to the wider issue of disparities in health care provision, the youth have brought a change in culture on how these issues are viewed and treated.

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).



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?*

REAL COMMUNITY TRANSFORMATIONS

1. Young Women's Empowerment Project (YWEP) linked individual change to community change. YWEP used a leadership development model that built up member's critical analysis (political-consciousness-raising using popular education) and peer to peer health based outreach to promote positive individual change. YWEP acknowledged that girls and young women in the sex trade is a social justice issue effecting not just one individual girl but a systemic issue affecting

many girls of color. One of their primary goals was to develop girl's capacity to self-determine their future which then led to them leading change in their communities without using traditional policy change model.

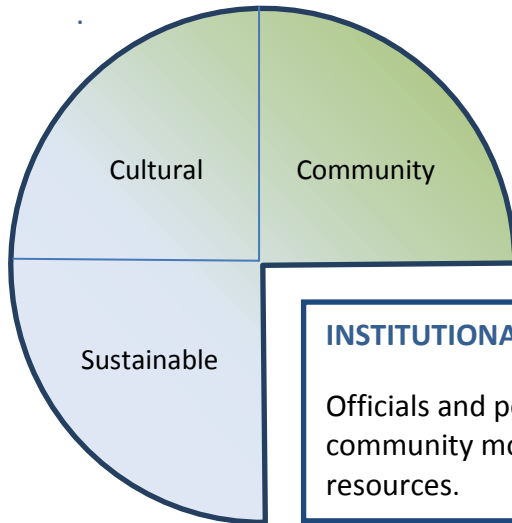
2. Grantees working with immigrant communities successfully working with community members on "know your rights" and having them teach it to other community members thus leading to communities that are less fearful and more self empowered.
3. Chicago New Sanctuary Coalition works with various faith based institutions (Christian, Jewish and Islamic) on issues related to immigration. Their community transformation work has an immigration education component with a call to action that includes ranges from community support inside the detention center, providing financial and material resources for those released from detention, working on immigration policy, participating in lobbying etc. For institutions with large immigrant population, focus is on undocumented and documented community members working to face the reality and shame that comes from being undocumented

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.



INSTITUTIONAL TRANSFORMATION OUTCOMES

Officials and positional leaders acknowledge community movements and act to redistribute resources.

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?*

REAL INSTITUTIONAL TRANSFORMATION

1. Transgender individuals change their names to reflect their true gender-identity and subsequently work to change their name and gender marker on their state/government issued identification documents. Transformative Justice Law Project (TJLP) aids them in filing petitions to legally change their names as part of a long-term goal of gender self-determination for all. TJLP trains service organizations as well as government agencies interfacing with the transgender populations; this includes judges, lawyers, the social security administration, etc.

TJLP works with several key LGBTQ serving organizations to ensure that the institutions are responsive and competently serving the transgender community.

2. *Restaurant Opportunity Center of Chicago* organizes restaurant workers, is part of *Raise Illinois*, a coalition of service employees, pushing for a raise to the minimum wage from \$8.25 an hour to \$10.65 an hour. Most people assume that restaurant wait staff benefit tremendously from tips and do not see their plight in the same way they do other service employees. The reality is that restaurant workers working as waiters make \$4.25 an hour and the tips earned are usually shared with other fellow employees. Their institutional change work is two folds – first as part of the coalition working at the state level to increase minimum wage, secondly as a sector that seeks to be recognized by other service sectors as being low wage earners too. The latter is done through education and working in coalition to further this discussion.
3. Crossroads Fund supported grantees for several years as they worked to end the death penalty in Illinois. This work was done by several organizations working in collaboration and for the long haul. The first victory was in the form of a moratorium on the death penalty and later the abolishing of the death penalty in Illinois.

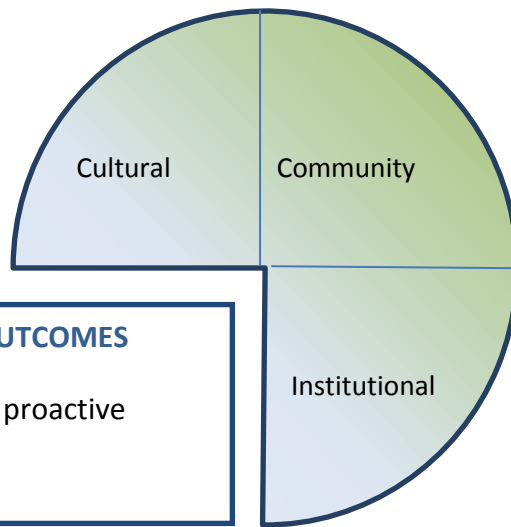
SAMPLE INDICATORS

- 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.



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?*

REAL SUSTAINABLE TRANSFORMATION

1. Audy Home Campaign (AHC) was created by youth previously detained in the Cook County Temporary Juvenile Detention Center (CCJTDC). They experienced many human rights abuses including no access to education, sexual abuse, lack of hygiene, and many other injustices. The public outcry, led by youth of the AHC, led to the CCTJDC losing its accreditation and the appointment of a transitional administrator by the Federal Government to work on improvements in administration and practices. Subsequently, the youth created and led a Human Rights Monitoring body to ensure that detained youth human rights were not being violated, that

improvements were actually made and that the CCJTDC adhere to accreditation standards. Five years later, the AHC work continues to work with Cook County officials to reduce the number of detained youth and for money saved by this to be invested in Community-based alternatives for youth in trouble with the law, called Restorative Justice Hubs.

2. *Chicago Workers Collaborative* waged a successful campaign against *National Temp Employment Solutions*. In this campaign there was a class action settlement with some money left over. Typically the presiding judge identifies nonprofit organizations to get this money or take suggestions on how best to use the money to serve the community. They requested that the money be used to monitor the temp agencies to ensure that they do not revert back to their exploitative practices and the judge agreed to their request making their success sustainable for the long haul.

SAMPLE INDICATORS

- Pilot projects being funded and documented in 4 sites
- Partnership contract template shared with 9 agencies
- Annual voting “report card” holds decisionmakers 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

TIP SHEET

Completing the Report Form

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.