

MOVEMENT BUILDING ASSESSMENT TOOL

AJABU ADVISORS

This tool is designed to help assess progress in movement building and aid in planning for future action. Movement leaders and partner staff are encouraged to use it both for planning at the beginning of the year, and for monitoring progress periodically through the year. The tool works best as the template for a conversation among small groups. While it may also be used with wide groups of partners, be aware that it assumes common understandings of terms and movement building concepts that must be built up over time.

Thanks to **American Jewish World Service** and **Tearfund** for developing earlier versions of this tool.

If you would prefer an Excel version of this tool, please email chris@chrisallan.info

Outcomes:

Rows 1-3 are designed for planning purposes, to be done ahead of time, and then monitored over time. It is also possible to use the tool looking backward – in this case it may not be necessary to develop four independent scenarios. Simply put in the Outcome as observed. Add as many lines as you need to capture your planning or observations. Remember that Outcomes are changes in the behaviour, relationships, practices, policies, or actions of an individual, group, or institution.

Base of Participants, Structure, Strategy:

Reviewing questions 4-19, please assess the movement's current state according to the four choices provided. (Tip: Decide at the beginning what movement you are analysing – you can analyse a whole movement, or parts of it.) Please highlight your choice and enter the number under "Score." Please only use whole numbers, recognizing that sometimes this will be a challenge. If the Tool has been used previously to assess this movement, please indicate the change from the last assessment, if any, under "Increment over last period." Under the "Comments" column, please add any justification or explanation that you think will be helpful for understanding the score. Please add relevant information under "Our contribution."

Outcomes

> Who is doing this assessment?

> What movement are you assessing?

Area	Indicator	1	2	3	4	Score	Increment over last period	Our contribution	Comments
Outcomes	For assessing progress on Outcomes, identify changes at the beginning of the year in the behaviour, relationships, practices, policies, or actions of an individual, group, or institution that you seek this year. Describe in short scenarios what progress would look like, from 'barely started' in column 1 to 'achieved and implemented' in column 4. Then track progress on these Outcomes over the course of the year. Examples might include "Public officials have changed their narrative, behaviour, or policies," "movement members are living more sustainably or equitably," or "media, culture, or the arts reflect movement aims."								
	1								
	2								
	3								

Base of Participants

Area	Indicator	1	2	3	4	Score	Increment over last period	Our contribution	Comments
Base of Participants	4	The movement has credibility among key participating communities. (Are they trusted?)	Movement leaders are not trusted outside the inner circle	Movement leaders are trusted by those with whom they have direct contact, but not beyond that.	Movement leaders are trusted by a variety of people outside of those with whom they have direct contact, but not universally among key constituencies.	Movement leaders have wide credibility across diverse social groups and locations.			
	5	The movement is mobilising more people over time, increasing its public support.	The number of people in the movement is static or decreasing.	The number of people in the movement is growing, but irregularly and not in a stable way.	The number of people in the movement is constantly growing.	The number of people in the movement is constantly growing at a rate of more than 25% per year.			
	6	There are enough people involved to influence the issue.	Actions involved few people, mostly from the inner circle	Some actions draw in some participants beyond the organisers, but not consistently	Some actions (1-3) involve many people outside the organisers, demonstrating ability to mobilise large numbers of people, but many actions involve smaller numbers of people.	Regular actions involve large numbers of people from different groups, and participation is sustained over time.			
	7	Members of other allied movements are willing to take action in solidarity with this movement.	Actions are limited to inner circle members	A few allied organisations support movement actions from time to time	Other movements support movement actions on a regular basis, and mobilize their supporters to participate in them, but cooperation is ad hoc, rather than planned.	The movement regularly coordinates with other movements, and supports their actions as well.			

Structure

Area	Indicator	1	2	3	4	Score	Increment over last period	Our contribution	Comments
Structure	8	In the structure of movement, there are multiple channels for participation of the base. Channels for participation can include organizations, local congregations, community groups, NGOs, networks, coalitions, campaigns, assemblies: these channels provide a variety of ways for participants to engage in the movement.	Participants engage through one type of organisation, congregation, or affiliation.	Participants engage through 2-3 types of organisations, congregations, or affiliations.	Participants engage through a diversity of types of groups (e.g., organizations, local congregations, community groups, NGOs, networks, coalitions, campaigns, assemblies), OR a large number of groups, but not both.	Participants engage through a large number of various types of groups such as organizations, community groups, networks, coalitions, campaigns, assemblies AND through a large number of groups.			
	9	There is sufficient opportunity for key participants to play leadership roles in the movement, especially youth.	Leadership does not change from task to task or over time.	While the leadership is stable, some roles are filled by others from time to time.	A wide variety of people take leadership roles for different tasks at different times, including youth.	Many different types of people lead, including different ages, genders, class. There are clear intention and planned approaches for developing new leadership.			
	10	The movement has clear mechanism(s) for collaborative decision-making.	Decisions are made by a few people without consultation with others or clear processes for decision making.	There are established ways of making decisions, but few people have input.	There are established ways of making decisions that bring in the perspectives of many participants.	Decision making procedures are clear, collaborative, well-known, and provide opportunities for widespread input from a variety of organisations.			
	11	The movement has the resources it needs to operate. Resources may be goods, labour skills, or money. (Goods are material resources like cars, meeting space, publicity materials. Labour includes both volunteers working and skilled work like trained organisers, writers, trainer lawyers, or media specialists. Money includes both contributions from members and from outsiders such as businesses, governments, foundations, or NGOs.)	There are few resources to support movement activities.	Actions are supported by some of the resources it needs on an as needed basis.	The movement has access to sufficient resources to implement its strategies.	The movement has access to sufficient resources of all types to implement its strategies and stockpile more for future action.			
	12	The movement has the ability to generate resources into the foreseeable future.	The movement has no apparent ability to raise resources and no stockpile for the future.	The movement is able to raise resources, but these resources are irregular and used for short-term needs.	The movement is able to raise resources for short-term and long-term needs, but does not have a stockpile for the future.	The movement is able to raise resources for short-term and long-term needs and is able to secure support for a stockpile for future action.			

Strategy

Area	Indicator	1	2	3	4	Score	Increment over last period	Our contribution	Comments
Strategy	13	The movement has a collective and coherent agenda, with a shared understanding of potential solutions to the problems.	Participants do not explain clearly or consistently what the problems or solutions are.	Participants can talk about what the problems are, but do not have an agreed upon agenda for what to do about it, or the agenda is not based on local priorities.	Participants share an explanation of problems and solutions and have an agreed agenda based on local priorities for what needs to be done.	Participants share an explanation of problems and solutions and an agenda for what needs to be done based on local priorities that is accepted outside the movement by other allies.			
	14	The movement actors have taken strategic action towards the collective agenda within the past 6 months. Strategic action includes actions such as Community organizing, Organization building, Networking, Technical review, Advocacy, Legal action, or Media. Note that it is not necessary to have a written strategic plan.	Participants engage in sporadic action not supported by strategic thinking.	Participants have a general strategy, and have implemented some action in line with it.	Participants have a detailed strategy for progress, and implement multiple actions to reach strategic goals.	Participants have a detailed and widely shared strategy, review it regularly, and different organisations engage in multiple coordinated actions to fulfil it in accordance with their strengths.			
	15	The movement has successfully achieved results, even intermediate or small steps. (List out specific outcomes in the outcome section above.)	Actions have no discernible effects, either internal or external.	Actions achieve some modest results, either building the movement internally or resulting in external changes, but the results are not systemic or sustained.	Actions have achieved significant results, either building the movement internally or resulting in external systemic and sustained change, but not both.	Actions have both built the movement and resulted in external systemic and sustained change.			
	16	There are <i>sufficient opportunities</i> within the movement and for groups to come together for peer learning, sharing, capacity building and joint planning.	Movement leaders do not discuss any lessons learned from work so far.	Movement leaders discuss progress and learn from each other on an ad hoc or sporadic basis, but few are able to participate.	A diverse set of movement leaders come together regularly to assess movement progress and learn from each other.	A diverse set of movement leaders and local participants come together regularly to assess movement progress and learn from each other, adapt, and generate new strategic approaches.			
	17	Groups are using <i>diverse strategies</i> to advance the movement's agenda	The movement tends to do the same tactics over and over, such as running training programmes or producing publications.	The movement has experimented with different strategies and tactics, but does not sustain different strategies and tactics.	The movement has a variety of strategies and tactics it regularly uses to promote its agenda.	The movement continually tries new strategies and tactics, and applies multiple approaches to issues, and adapts based on what is working.			

Strategy (continued)

Area	Indicator	1	2	3	4	Score	Increment over last period	Our contribution	Comments
Strategy	18	Individuals and groups use different strategies support the movement's agenda <i>in a coordinated way</i> .	Individuals and groups implement actions with no coordination with others.	Participants take actions in line with other parts of the movement but with little coordination for timing or impact.	Movement leaders share strategy and coordinate their actions.	Movement leaders share strategy and take action in a planned and regular coordination to build on each other's work and multiply effects.			
	19	When opportunities or new issues arise, members of the movement respond <i>strategically</i> .	Participants do not take advantage of opportunities, and do not adapt to new issues.	Participants are open to opportunities or new issues, but do not respond in a timely or effective way.	Participants monitor the situation for opportunities or new issues and respond strategically, but do so in an individual manner.	Participants monitor the situation for opportunities or new issues and coordinate strategic responses across many parts of the movement.			
	20	The movement has developed <i>collaboration</i> with key influential actors and other allied movements to move agenda forward.	The movement does not coordinate action with others outside the movement.	The movement tries to collaborate with others outside the movement but is not effective.	The movement has connections with key influential actors and other allied movements and collaborates on some actions, but on an ad hoc basis.	The movement strategically cultivates and uses connections with key influential actors and other allied movements, and collaborates to mutual benefit regularly and intentionally.			