

Welcome!

MIND FILLING OUT THIS
EVALUATION FORM FIRST?



Why this particular tool?

- Lack of evaluation tools that measure social change that are easy to use for grassroots organizations.
- A need for grassroots/social change organizations to own a tool that measures steps toward progress while also telling their stories.
- Need for language that grassroots organizations' can use with folks not steeped in social change work.
- Crossroads own need to step back and measure its impact as we enter our 35th year.

What we fund

- Crossroads Fund supports work that promotes social change.
- We define ***social change*** work as people in communities organizing together to change the conditions, institutions, and policies that create and maintain inequality and oppression.

At their most developed, Crossroads Fund grantees...

- Address root causes: social, economic, racial justice
- Value identity and experience → race/class/gender/sexuality/ability
- See themselves as a part of movements: flexible & open
- Seek **transformation** of systems through which power is distributed

TRANSFORMATION



TRANSFORMATION

- We use the word “transformation” because most Crossroads Fund grantees aren’t just trying to get themselves more power while structures and conditions stay basically the same.
- We are trying to fundamentally *transform* how power is distributed in our society.

I'm going
to change
the world
and this is
my plan...

“Domains of Social Transformation”

Areas of Social Change Focus

- **Cultural**
- **Community**
- **Institutional**
- **Sustainable**

Using the Model

- 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.

Social Movement Development Model

- as a planning document
- to demonstrate impact now and along the way
- to understand our work is situated in MOVEMENTS

Our work as part of Movements

We see movements as:

- Outcome
- Vehicle
- Container

Movements as outcomes

The work we do to create social **transformation** leads to movement-building, and

- Creation of movements is one of the goals of our work.

Movements as a vehicle

- Movements are a part of HOW social transformation occurs.
- Change occurs because we have ability or **CAPACITY** to change.
- Movements radiate in every direction.

Art as a vehicle

- Batey Urbano – *Crimes Against Humanity* Play
 - Spoke of effects of solitary confinement in prisons
 - Prison Industrial complex etc.

Play used for larger discussion on these issues especially by National Boricua Human Rights that works on civil liberties and immigration.

Batey Urbano

Community, Cultural & Institutional transformation

- Provides a venue for youth artists to display or perform their work, develop new skills and engage in productive dialogue through its ongoing open-mic performance nights. *Batey Urbano's* radio journalism program trains youth to report on issues that affect them and their community, like substance abuse, police violence and gentrification.

Chicago Palestine Film Festival

Cultural Transformation

- Exhibits and promotes films about Palestine or by Palestinian directors that address current issues in the region and portray the daily lives of Palestinians. Over the years, they have established themselves as a critical educational resource for various communities, institutions and the general public.

Tamms Year Ten –Institutional/ Sustainable transformation

- A coalition of prisoners, ex-prisoners, families, artists, activists, organizations and concerned citizens protesting inhumane policies at Tamms C-MAX prison and calling for an end to the abusive conditions that are known to provoke mental illness and physical breakdown. Art activism included poetry, letter writing, photos, postcards to and from the prisoners.

Chicago Torture Justice Memorials

Institution/community transformation

- A series of exhibitions, performances and public events that reckon with the torture of over 100 African American men and women under Police Commander Jon Burge. Their goal is to better preserve the history of the torture and activism to hold Burge accountable, and to share this history with new audiences and engage them to work on behalf of torture survivors.

Movements as containers

- Our work is not done in a vacuum but requires collaboration and forging alliances with numerous organizations and institutions with shared missions
- Our intended outcomes and developing internal capacity to be as effective as we possibly come are all part of being in the movement
- In short we all in it together hence the “container”

Social Change Capacity Areas

- Communications
- Leadership
- Strategic
- Research
- Infrastructure

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:

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Social Movement Developmental Model

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.

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Movement(s) – The Container

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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

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Social Movement Developmental Model

Movement(s) – The Container



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CHANGE
WE CAN BELIEVE IN

Challenges as we developed/implemented tool

During the Pilot

- One organization closed down due to the “new” economy
- 2 organizations participated at 75% due to internal limitations

Implementation

- Using the tool as a planning document is challenging given that grantees plan at different times and at different levels. Some might not plan at all.

contd

- Organizations working on several campaigns had a hard time, initially, identifying a transformation area that captured the breath of their work.
- Power dynamics – Crossroads as a funder requiring grantees to use a tool that they might not be ready for even with multiple safe guards (external consultant, partnership kind of relationship, etc).

Overall

-Intensive foundation investment – board/staff time, financial resources, additional workshops and one on one with grantees

Pay Off

- A tool that we are all proud of!
 - Grantees are using the tool already:
 - Plan Staff transitions
 - As part of their proposals
 - To engage their board and constituents (the tool requires more than staff input)
 - To clarify how their work can be categorized
 - To identify internal capacity needs and requested TA grant assistance
 - Created an opportunity for Pilot grantees to work together
- Contribute to the field as shown by external interest

The image shows two footprints in sand. The top footprint is a simple, shallow impression. The bottom footprint is a more detailed and deeper impression, showing the texture of the sand and the shape of the foot. The text is centered between the two footprints.

**Change is a process,
not an event.**