Why Movements?
Movements are...

networks of individuals and organizations, using the power of collective action, to create cultural, economic, and/or political change.
Movements are Network-Based

What is a network, anyways? (Hint: here’s what we DON’T mean)

- Organization
- Coalition
- Online Campaign Org
Movements are Decentralized

Decentralized Core

Overlapping Clusters

Strong Periphery
Change Requires Power
Movements Alter the Relations of Power
Movements Take On The Impossible
Our theory: how movements succeed

Organized communities

Creative disruption

Political power

Then & Now

Solidaire
CASE STUDY: CIVIL RIGHTS THEN AND NOW

Love & Dignity
Beyond Bars & Borders

Inspired by Movement Celebration

Now

THEN & NOW

solidarity
Narrative Power: The Overton Window

Opinion A

Politically Feasible

Opinion B

Inspired by Movement Generation
Narrative Power: Marriage Equality

- Marriage is between one man & one woman
- Politically Feasible
- Freedom to marry whomever one chooses

Inspired by Movement Generation
Narrative Power: Economic Inequality

Freedom is the ability to accumulate limitless wealth

Politically Feasible

Freedom requires economic justice

Inspired by Movement Generation
Movements Build Will
Organizing Builds Power
Policy Fights Spend Power
Question:
When have you seen a movement shift the landscape of what is possible? Have you funded organizations that have done that?
How Do Movements Work?
How Movements Succeed
Creative Disruption
Organized Communities
Political Power
These functions are part of a Movement Ecosystem
The Whole Ecosystem Needs Funding

Create an Opening
- Narrative Shift
- Direct Action
- Arts & Culture
- Platforms for Self-Organizing

Build Power
- Direct Services
- Capacity Building & Training
- Organizing
- Strategy & Planning

Solidify Wins
- Elections
- Voter Mobilization
- Lobbying & Advocacy
- Candidate Pipelines
Movement Ecosystem: THEN

Create an Opening
- Rosa Parks
- Lunch Counter Sit-Ins
- Bus Boycott

Build Power
- SNCC
- SCLC
- NAACP
- Black Panthers

Solidify Wins
- Desegregation
- Civil Rights Act
- Voting Right Act
- Fair Housing Act
Movement Ecosystem: NOW

Creative Disruption:
- BlackLivesMatter Network launches hashtag
- Bree Newsome from Southern Vision Alliance takes down confederate flag
- BlackOut Collective creates highway shut-downs

Organized Communities:
- MORE / Organization for Black Struggle
- BOLD: Black Organizing for Leadership & Dignity
- Color of Change
- Center for Popular Democracy

Political Power:
- BYP100 ousts Anita Alvarez
  DAs around the country are held accountable
- Working Families Party trains candidates and helps Chokwe Lumumba get elected in Jackson
These things don’t just happen. They require infrastructure.

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In a social movement, organizations & individuals are networked.

(This is where things get complex.)
The Movement Cycle

- **Enduring Crisis**: Growing Public Anger
  - Trigger Event

- **Upsurge**: Heroic Phase

- **Peak**: Honey Moon

- **Contraction**: Disillusionment

- **Evolution & Adaptation**: Learning & Reflection
  - Best Practices

- **New Normal**
We are living in an era of successive movement cycles, each of which has to build itself from the ground up, from scratch.
Movements with collective infrastructure...

If infrastructure, knowledge and relationships are shared, movements are able to build upon each others' successes, innovations and networks, having much larger impact.

CAN DO MORE
Question:
What part of the ecosystem are you drawn to fund?
Principles of Movement
Philanthropy
Fund Ecosystems

Fund social movement functions
Creative Disruption, Organized Communities, Political Power

Fund social movement infrastructure
Leadership Development, Capacity Building, Communications

Fund network roles
Virtual & Physical Spaces, Convening, Self-Organized Clusters & Platforms
Trust the People on the Ground

The folks who are closest to the problems have a good sense of what would or would not constitute a solution. Trust them and support them so that their voices can be heard.
Take Risks – including the risk of letting go

Yes, taking risks is almost trite these days. But the biggest risk is not to be the most innovate organization or foundation, but to be one that is willing to let go of power. This is the risk that philanthropy is most scared to take, but it is also the most necessary.
Be Humble

Don’t assume that just because you have wealth, you also have the best ideas.
Be in Relationship

This work is not transactional. It’s about a shared, long-term, political commitment, and it requires a kind of friendship that can sustain challenges and hard times. Being in relationship means:

• That we see each other as fallible humans, each trying our best.

• Attempting to achieve reciprocity rather than asymmetry, despite the ways in which money skews dynamics.

• Allowing each party able to hold the other accountable in ways that traditional philanthropy often avoids.
Commit

Fundraising takes time, energy, and money. By making multi-year commitments, you can save your grantees significant amounts of effort and allow them to do the work of changing the world.
Question:
Which principles resonate with you?
Which come easily to you?
Which do you find challenging?