

WORKING WITH MOVEMENTS



GEWV QUARTERLY

October 9, 2018

Background on GEWV

CARE 2020 Program Strategy

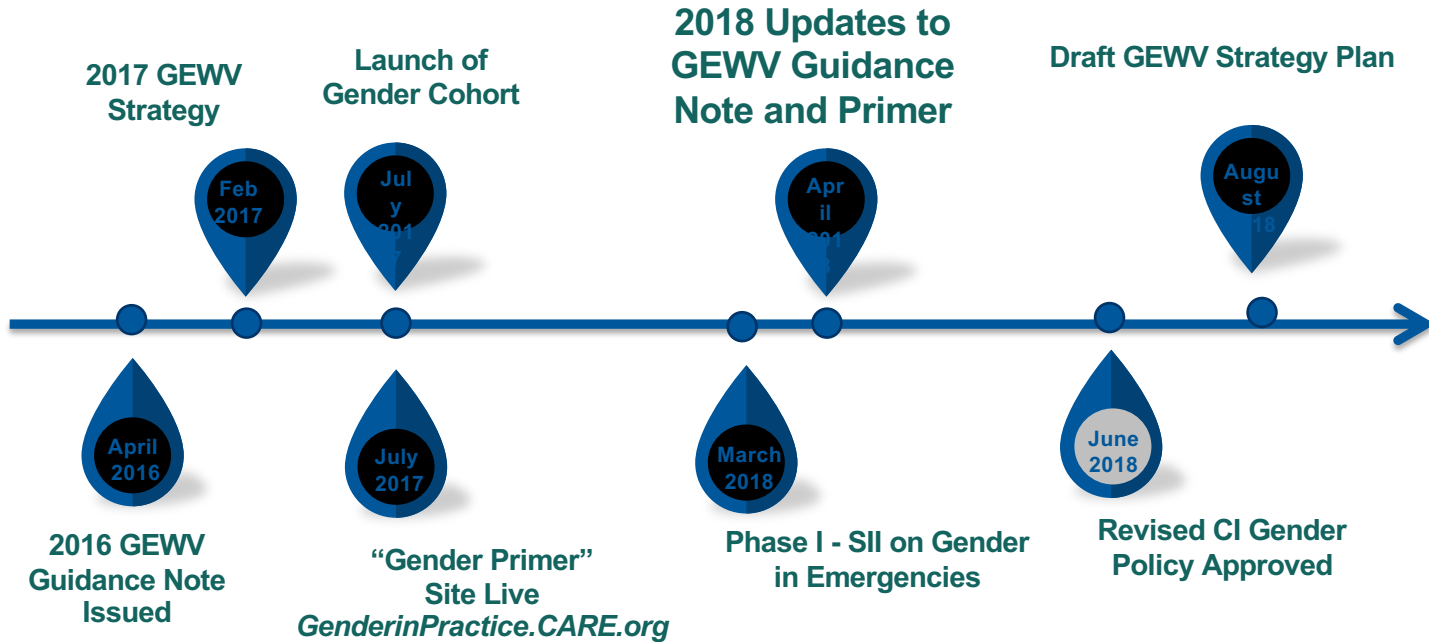
Three ways of addressing the main underlying causes of poverty and social injustice:

The GEWV Approach

- Applies to ALL of CARE's work
- GE + WV
- Everyone's responsibility! And facilitated by C/US Gender Justice, CI, and C/Norway
- Program and Organizational Implications



What We've Been Up To



Draft GEWV Strategy Plan

PURPOSE

- Provide information, facilitate global engagement, inspire action
- Link goals with actions, outcomes, and actors (accountability!)
- Support learning

PROCESS

- GEWV Steering Committee
- Quarterly interactive exchanges with a wide audience (e.g., via Zoom) to explore selected plan activities
- Collaboration with other outcome and approach areas
- Engagement with CIGN
- Yearly “light” reports (July 2019, July 2020) to highlight progress on and learning from the GEWV plan

Social Movements Strategy for CARE International [?]

Maria Rohani
Social Movements Advisor, Global Advocacy Team

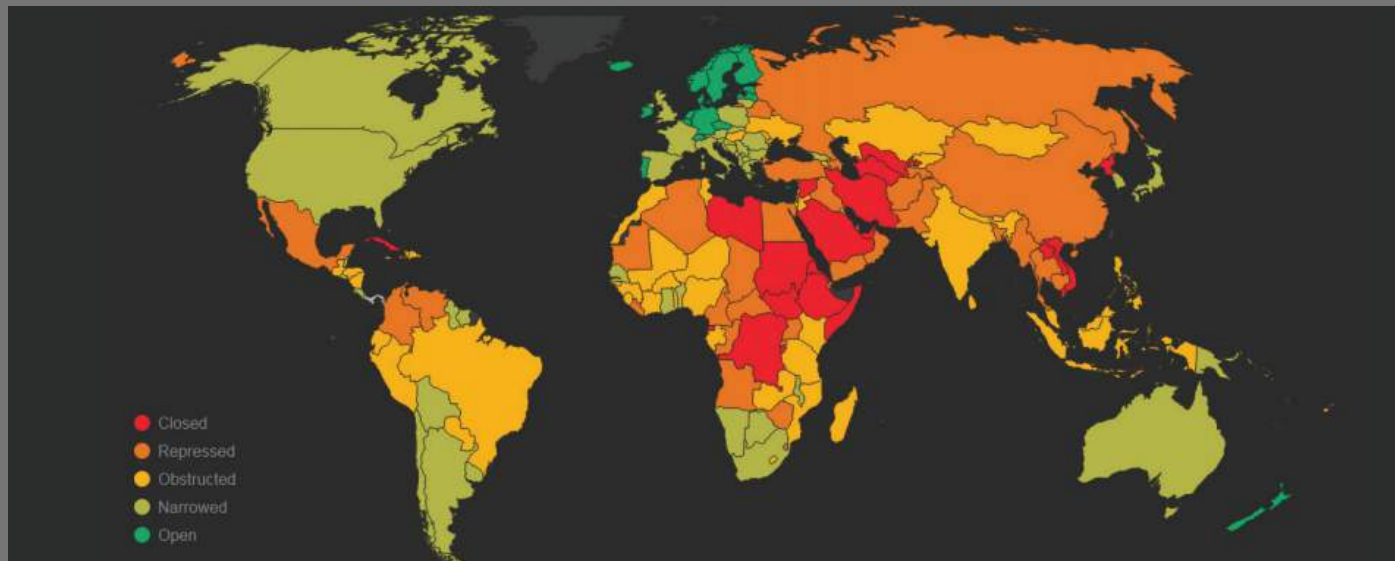
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Social Movements: “An organized set of people vested in making a change in their situation by pursuing a common agenda through collective action.”

Case for Support

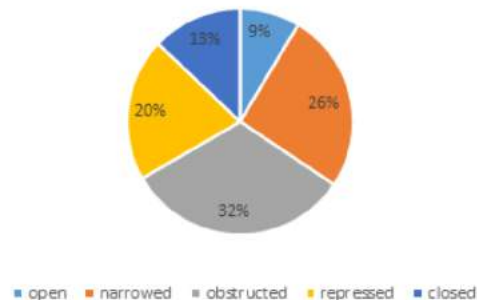
Why is CARE engaging with social movements?

- Key challenges of this work at this time - the rise of xenophobia and fascism, shrinking civil society spaces, tension between NGOs and movements.
- Proven long term impact of collective action and grassroots organizing.



According to a CIVICUS report in April 2017, only **3% of people** live in countries where space for civic activism is truly open.

CARE Offices Grouped by CIVICUS Monitor Ratings



For CARE, that translates to **only 9%** of our offices exist in a country where space is considered open.

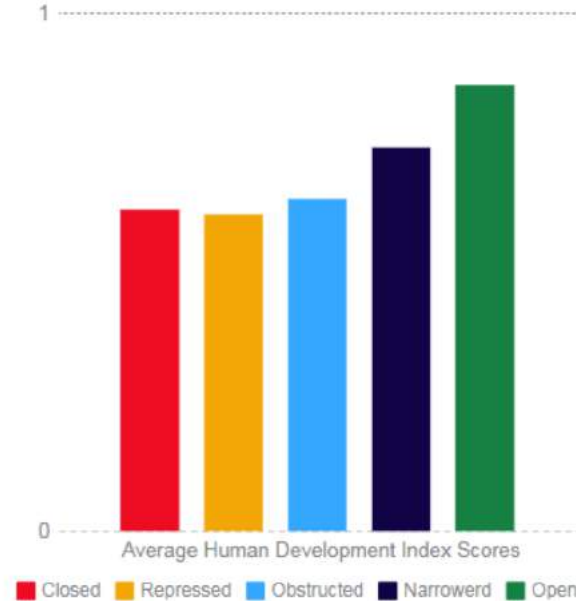
*Open countries are those in which the state both enables and safeguards the enjoyment of civic space for all people.

CIVIC SPACE V. HUMAN DEVELOPMENT

Protecting civic space is vital to the health, stability and success of societies because it is only within an open civic space that people are free to share opinions, robustly debate ideas and hold those in power to account.

With this relaunch of the CIVICUS Monitor, we can now compare global data on civic space with other measures of responsive societies. While we cannot yet draw causal relationships from this data, what already emerges is a clear relationship between open civic space and better measures of human development, income inequality and democracy.

The graph on the right shows a clear correlation between more open civic space and better scores on the Human Development Index. (See below for a more detailed visualisation of this data).



“What already emerges is a clear relationship between open civic space and better measures of human development, income inequality, and democracy.”

Key Recommendations

- **Listen** and learn from the leaders on the ground.
- Understand **the power and position of CARE** in relation to the movements.
- Improve our own **internal knowledge** of social movements.
- **Stand in solidarity** with movements, both in the United States and outside of the U.S.
- Use CARE's large platform to **showcase the voices on the ground** and to activate our base to engage with activists.
- **Convene movement actors** to collaborate and strengthen movement building efforts.
- **Identify emergent movements** and leverage resources for them.
- **Centralize movements** and grassroots actors in our work.

Social Movements Strategy: The Roles

Role #1: Convener

CARE can use its wide network and deep connections with civil society actors around the globe to connect movements to one another. As convener, CARE will bring key movement actors together – for workshops, conferences, summits, and so forth – for peer-to-peer learning, mentoring and movement-building.

- Convening actions include but are not limited to organizing movement building **summits**, including movement leaders to speak on **panels** together, building an activist track to the **CARE National Conference**.
- **Projects:** Storytelling workshop in Quito, “Activists on the Line” Podcast, and the development of the “Failing Forward” workshop.

Social Movements Strategy: The Roles

Role #2: Ally or Accomplice

Allyship requires building out internal understanding of how movements work and the issues in which our movement partners are addressing.

- Allyship actions include but are not limited to **internal CARE staff seminars** on movements, bringing a **movement lens to conversations** with peer organizations and policymakers, encouraging more **critical conversations** about CARE's role in movements.
- **Projects:** Movements Lab (led by Rhize and the Innovation team); presentations to leadership, and presentations to staff (this!).

Social Movements Strategy: The Roles

Role #3: Resource Partner

CARE can support movements by leveraging necessary resources for movement actors in the United States and in countries in which we have programming. This means that CARE will work to bring resources to its grassroots partners and give up some of the resources it has to strengthen movements.

- These resources include but are not limited to **financial support**, communications and media **trainings**, **immediate needs** (office space, vehicles, etc.), and **leadership capacity tools**.
- **Projects**: Prototype 1: Collective Action Lab; invitations to partner on funding opportunities together.

Social Movements Strategy: The Roles

Role #4: Amplifier

CARE can use its impressive online presence and influence in key decision-making spaces to amplify the narratives of movement actors on the ground onto a larger forum. This means that by using its platform to propel the stories of grassroots movements, CARE can accelerate the pace at which movements are recognized at a global scale.

- Amplification actions include but are not limited to retweeting grassroots **campaigns**, sharing **petitions** from movement actors to our followers, bringing a **legislative ask** from movement partners to legislators.
- **Projects:** We saw this with the Women's March, we are trying to bring the same model to the GBV campaign. Prototype _____11: Partnering with a Domestic Movement aims to do something similar.

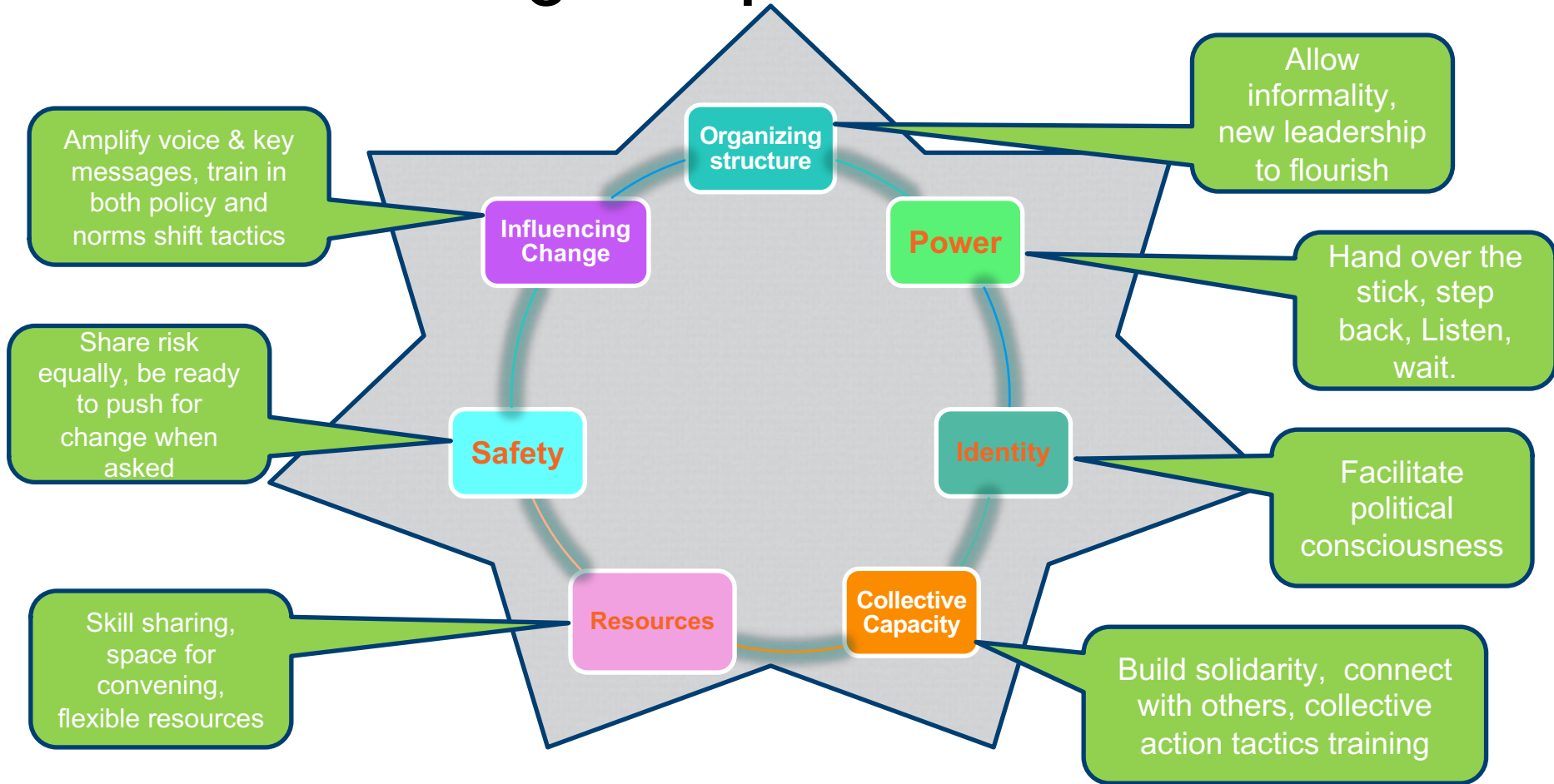
Social Movements conceptual framework

Sébastien Fornerod
Senior Advisor, CARE Norway

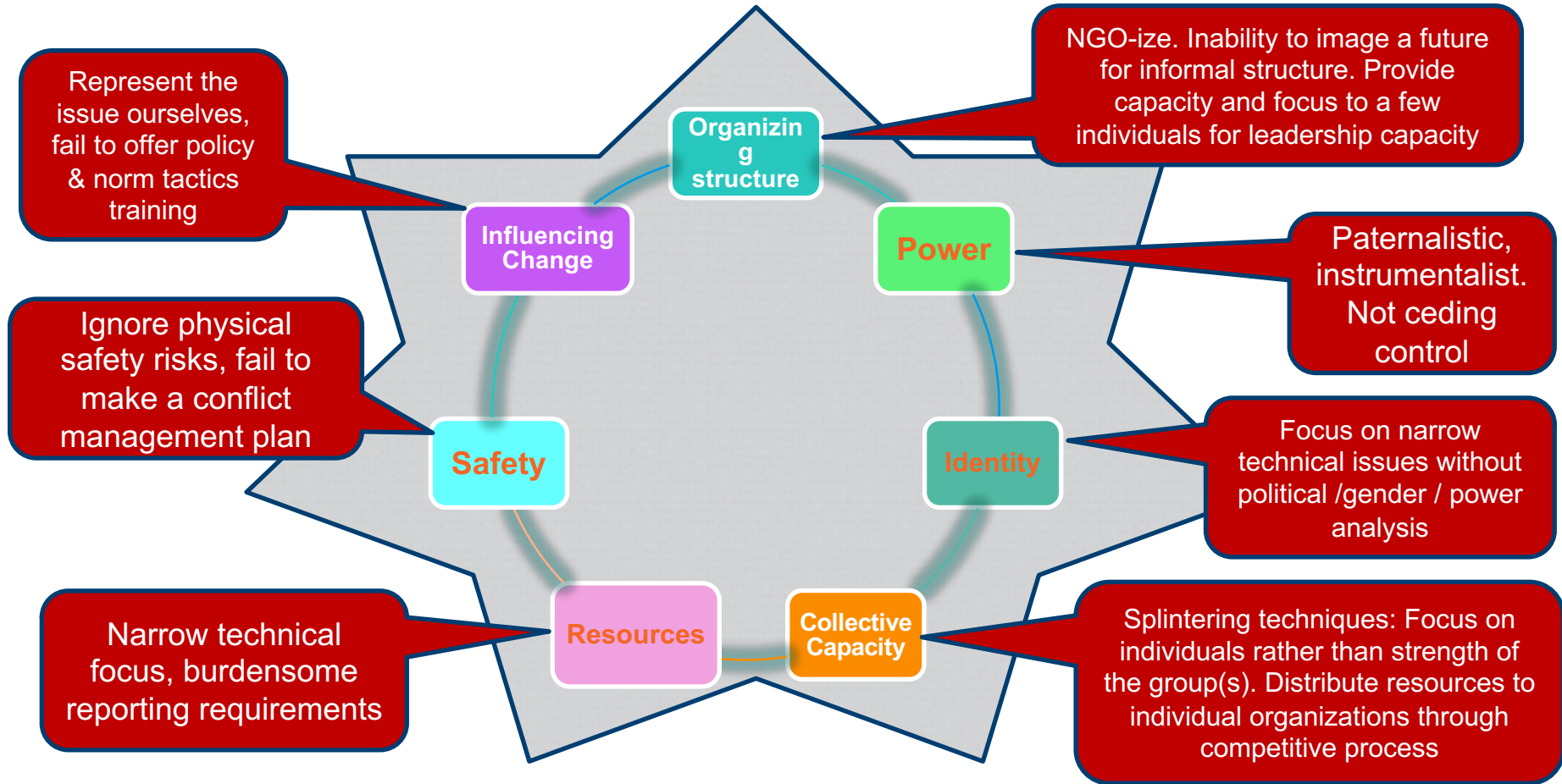
Characteristics of INGO-Movement Accompaniment Model

Organizing structure	The relationship allows for the movement to adapt the structural configuration that best suits its context. It does not insist on formalized NGO structures. It encourages diverse leadership and democratic leadership pipelines.
Power/ Control	The relationship respects the power and autonomy of the movement. The relationships, context, and values of the movement are acknowledged and respected . Decisions are made with transparency and honesty .
Identity	The relationship facilitates conversations about political consciousness of systems of oppression (including the systems the actors engage in).
Collective Capacity	The relationship notices and values the “glue” that keeps the collective together and fosters spaces to strengthen those connections.
Resources	The relationship provides creative, long-term flexible resource support without insisting on certain outcomes. It also create spaces to facilitate non-financial support and resources .
Safety	The relationship shares risks of the work as equally as possible and is committed to proactively mitigating risk. It acts as a space of self-care , collective rejuvenation, and continued healing .
Influencing Change	The relationship is a space to influence change through two vehicles: policy and law as well as norms . It works to amplify the voices of movements whenever possible and aims to shift harmful norms in the spaces in which it works and operates.

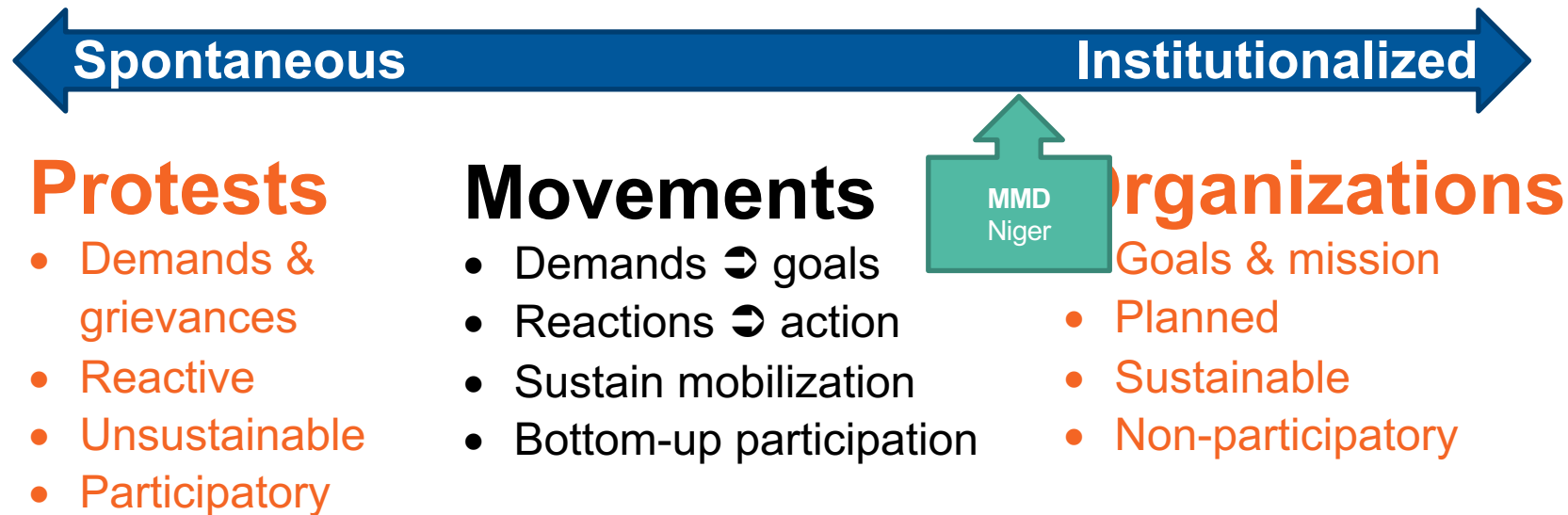
How NGOs Might Help Social Movements



How NGOs Might Hinder Social Movements



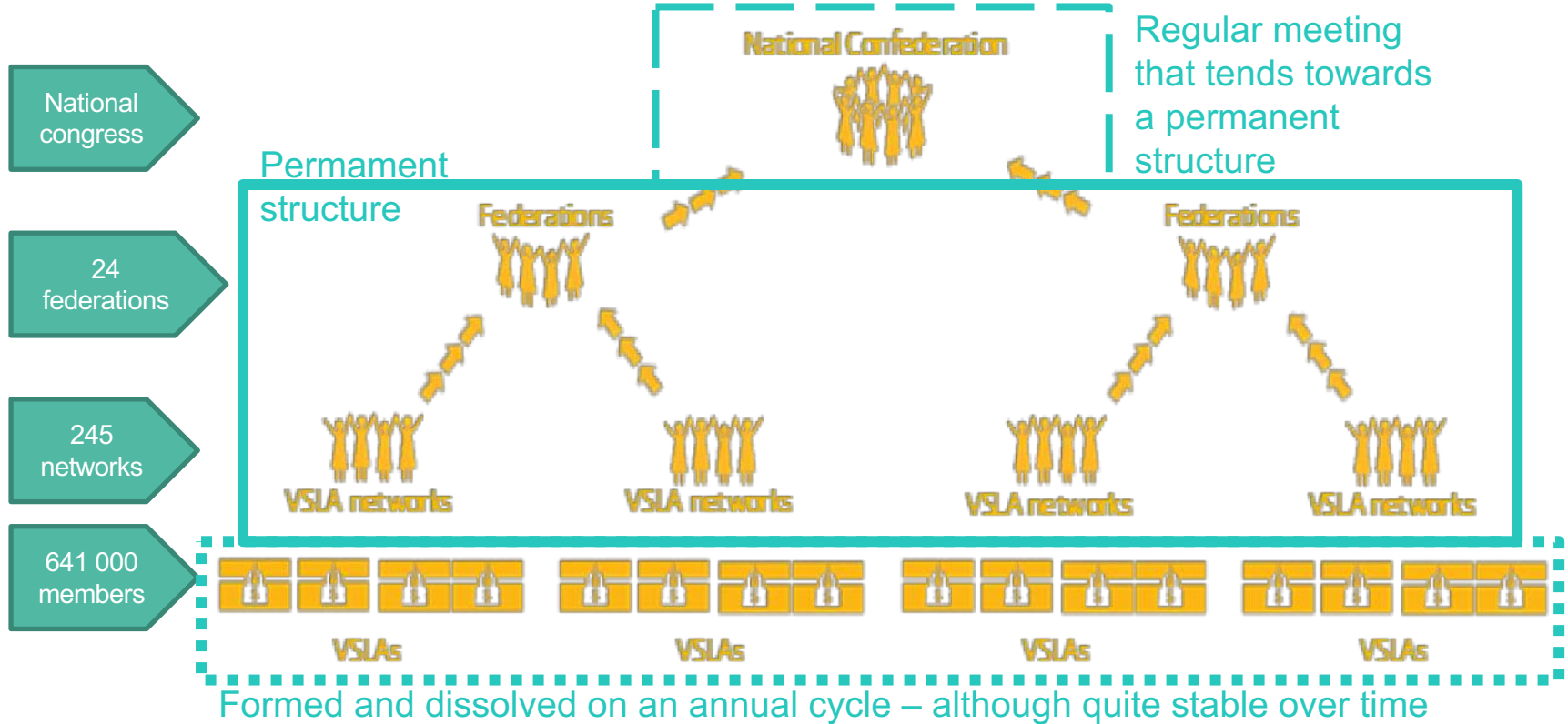
Collective action continuum



A parallel continuum can be drawn about the **level of immediate threat through direct confrontation** posed by the form of collective action towards the structures of power in place, which affects:

- Radicalism of claims and allies
- Level of repression/backlash or channeling
- Importance of the issue of activists' (physical, economic, digital) security
- General perception and acceptance, incl. from CARE's and partners' staff
- Etc.

Evolution of MMD in Niger over 25 years



Impact of CARE's support to MMD on 7 aspects

Organizing structure

- Structures remain **informal**.
- Systems set up for diverse and new leadership but MMD is having trouble recruiting **young women**.

Power / Control

- CARE facilitated **leadership training** and encouraged sustainable **autonomy** for groups.
- Will new INGOs supporting federations do the same?

Identity

- Name: MMD! Strong personal **identification** with MMD.
- CARE facilitated **political consciousness** especially about gender at network level.

Collective Capacity

- CARE supported **cooperative tactics** across networks and federations.
- How to **connect** across federations and outside of MMD with other groups?

Resources

- Groups, networks and federations are mostly **self-financed**.
- CARE's support for convening offered without burdensome **reporting requirements**.

Safety

- Some **threats** reported. No systems in place.

Influencing change

- Individual networks using **creative tactics**, but these are **not shared across federations**.
- Tactical training still lacking for **norms change**. Can CARE amplify their voice?

Social Movements programmatic success and lessons learnt (Case of Niger)

Fatma Zennou

Women on the Move IGS coordinator West Africa

How MMD developed

Political
engage
ment



saving

2015-to date: federation, **common agenda to influence** the local and national level, **transform the social norm** for gender equality

2010-2014: public sphere: 2011: **140 MMD elected**, connection with other women right organizations, **activist** on women & girl right:

2001-2009: women right: health, civil society organization, participation public sphere, partnership, 1st engagement of MMD in local election: **45 MMD elected**

1995-2000: geographical expansion: based on **village agent model**, other INGO, others countries, **MMD network**

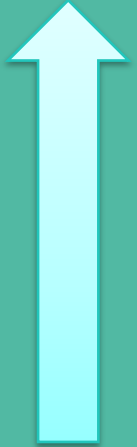
1991-1994: pilot, modeling, focus: **savings and loan**

How did CARE Niger support

CARE's Role

- a “Sponsor organization”: convener role, provide advice to access other resources and opportunities, action planning and development strategy ...
- a “Critical friend”: challenge them, Help them to innovate, to share and learn from each other, created opportunities for her to demand their right
- Listen and learn from women, and men, on the ground.

to public
sphere



from House
hold sphere

What strategies

CARE:

1. **A dynamic curriculum/ training package:** to strengthen capacities/skills and increase awareness
2. **The catalyzer/local competence:** bring support, advice, training....
3. **Structure building to increase collective awareness and capacity for action:** group-network-federation-confederation: allow collective confidence and power to influence
4. **Create/co create open space: (congress, gender platform)** connect different MMD network each other and between other CSO or/and male leaders



Long term Donor, stakeholder commitment

What strategies

MMD

- Build alliance and partnership: with local leader (include male leader), CSO, municipalities, technical ministries.....
- Negotiation and consistency approach
- Kept and expand WEE : IGA collectively, build resilience, connect with financial service providers, great traders....

Let's hear from you!

- Questions from the participants?
- What are your experience supporting similar movements, networks and collective actions?
- How would supporting social movements be different or similar in your context?
- What would you need (tools, guidance, policies, etc.) to engage more in supporting collective action?