

Movement-
Strengthening
Framework
for ECID

Movement- Strengthening Framework for ECID

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About ECID

ECID is a four-year programme funded by the UK Government which aims to reduce poverty, realise rights and improve the well-being of the most marginalised in Myanmar, Nigeria and Zimbabwe.

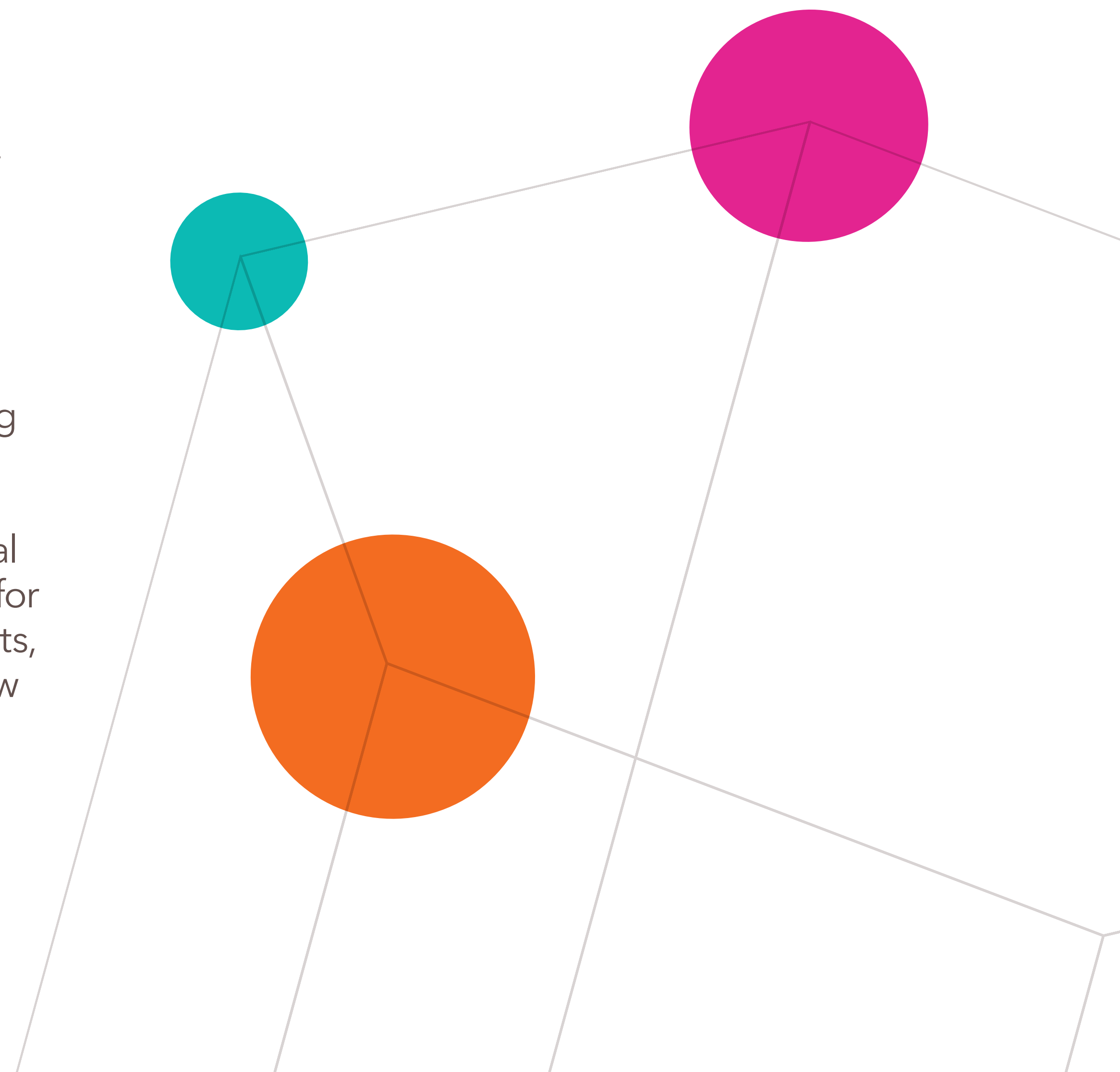
The programme aims to give voice to the most marginalised, increase the

effectiveness of civil society and create greater responsiveness amongst duty bearers through harnessing the potential offered by digital evidence. Marginalised include, but is not limited to, women and children, people with disabilities, LGBTIQ people, ethnic minorities, female sex workers, people in rural areas and people living with HIV.

At the time of writing, ECID consists of nine partner organisations including Christian Aid, FEMNET, Frontline Aids, GNDR, On Our Radar, SDDirect, Womankind Worldwide, Open University and IPSOS Mori. Many of these organisations work with grassroots organisations, community-based organisations (CBOs) and people in Myanmar, Nigeria and Zimbabwe.

Introduction

Progressive social movements have been intensifying worldwide, in part, triggered by long-standing injustice illuminated by the COVID-19 pandemic. Together, people in these movements are strengthening civil society, promoting citizen agency, countering closing civic space, decolonising aid, shifting power and attempting to transform post-pandemic societies. Movement-strengthening actors such as funders, civil society organisations (CSOs), international non-governmental organisations (INGOS), local non-governmental organisations (NGOs) and the private sector are strengthening these movements in pivotal ways. Starting in 2019, external actor support “enabled Zimbabwe’s transparency, accountability, and good governance (TAGG) actors to push back against authoritarianism and achieve incremental democratic gains” (Hlatywayo, G. & Mangongera, C. 2020). The time is now for traditional development actors to redirect support to progressive movements, for new actors to start supporting movements and for all actors to retool how to work productively with movements.



Introduction

A Movement-Strengthening Framework for the Evidence for Collaboration and Inclusive Development (ECID) programme responds to a desire amongst ECID consortia members to embrace movement-strengthening as a pathway to change and wider impact. It is a reflective tool for identifying movement-strengthening actions across ECID and a strategic tool for identifying new strengthening opportunities, especially for ECID consortia to collaborate. The framework is informed by latest thinking within ECID on movement-strengthening as well as global movement-strengthening practice and research.¹

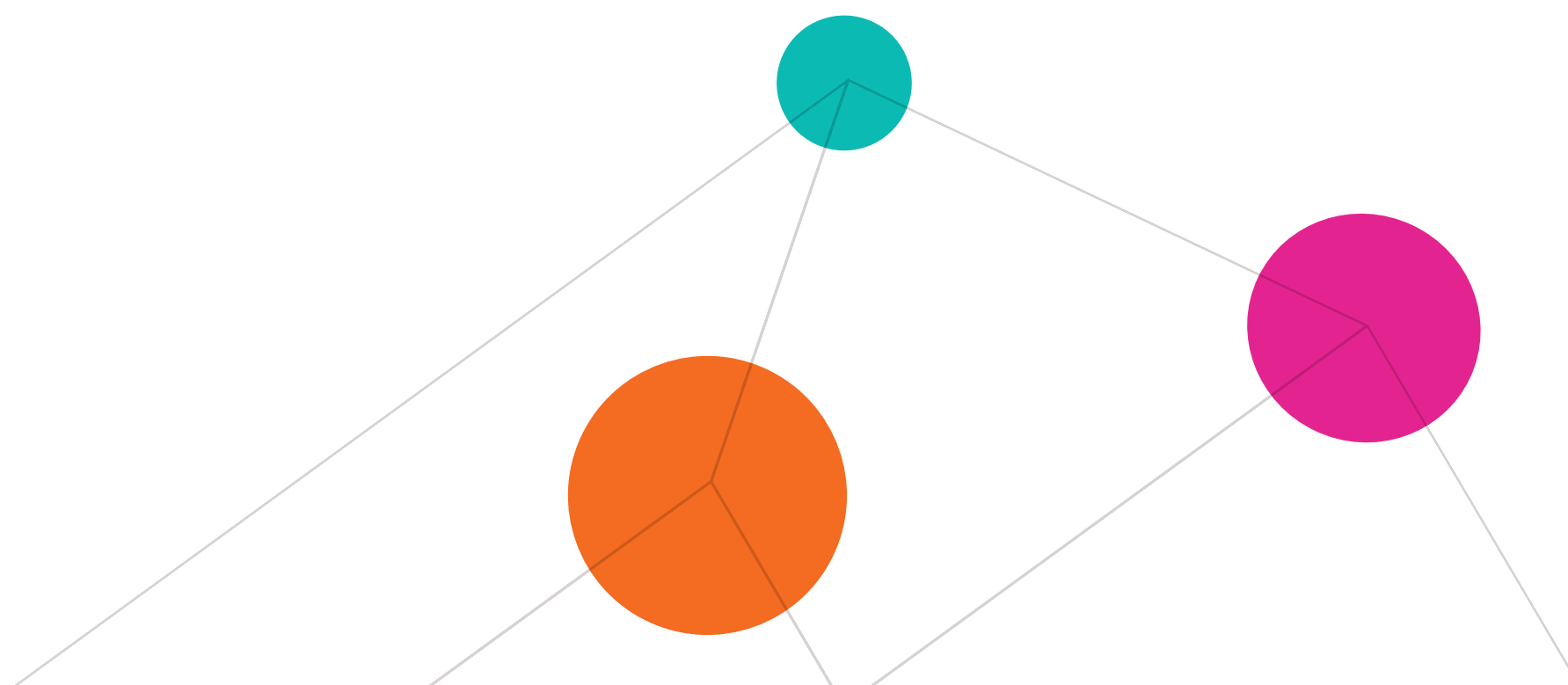
ECID has been providing advocacy, funding and partnership-building support to existing movements. The Movement-Strengthening Framework organises existing ECID programme commitments which relate to movement-strengthening and widens the remit of movement-strengthening. This widening focuses on fostering an enabling environment for movements at multiple levels of scale to increase and sustain their influence, power and legitimacy. The framework is designed for ECID but could be adapted to meet the needs of our movement-strengthening initiatives.

What is a social movement?

According to women right's advocate Srilatha Batliwala,² a social movement is, "an organized set of constituents pursuing a common political agenda of change through collective action" (2012). Constituents include people with lived experience, spokespeople and institutional supporters such as INGOs and NGOs (del Castillo et al., 2017). Although there is no single definition of a social movement (Tilly, 2004), adopting a definition facilitates conceptual clarity and alignment across ECID consortia partners and more effective partnership working with external groups.

Can an organisation be a movement?

Organisations can belong and contribute to social movements but are not movements in themselves (Zoller, 2005). As movements formalize, they often spawn organisations which support the growth of the movement. These organisations are sometimes called social movement organisations.



Approaching movement-strengthening

ECID embraces the term movement-strengthening, as opposed to movement-building, to acknowledge its role and power as a movement supporter from the global north. It aims to identify what defines appropriate action, including what it should start and stop doing, as well as how it can utilise its power and influence to support movements (Open Democracy, 2021).

Two workshops in 2021 mobilized ECID consortia partners to develop an approach to movement-strengthening. Conversations focused on the need to “work differently,” to accommodate the organic nature of movements. One ECID member noted that when funders require branding their work, they can endanger marginalised groups who are either

criminalised or accused of promoting western agendas through accepting foreign funds.

In January 2021, ECID country offices discussed how they were engaging with movements in the interests of marginalised groups as identified in the GIPP analysis. The discussions revealed that local actors were engaging with movements through established partnerships with registered NGOs, networks or alliances. ECID therefore started to see partnerships as pivotal entry points for increasing civil society effectiveness and strengthening movements.

“How do we reconcile the need for movements to remain focused on their long-term objectives and the urgent need for funding which may make them susceptible to the tendencies of INGOs?”

- Innocent Isaac

What is GIPP?

Gender, Inclusion, Power and Politics (GIPP) is an analysis tool developed by Christian Aid and Social Development Direct, through ECID. The tool is for use in the development and humanitarian sector to support the design of effective and relevant programmes by developing a detailed picture of the root causes of problems, the roles of different stakeholders, and the processes to achieve positive change.

While there are fundamental links between Gender, Equality and Social Inclusion (GESI) analysis, Power Analysis (PA) and Political Economy Analysis (PEA), they are typically conducted separately, and the potential complementarities are often missed.

GIPP brings these processes together to ensure the social, physical, environmental and attitudinal barriers and enablers can be detailed and better understood and embed gender equality, inclusion and power analysis into locally driven political economy analysis.

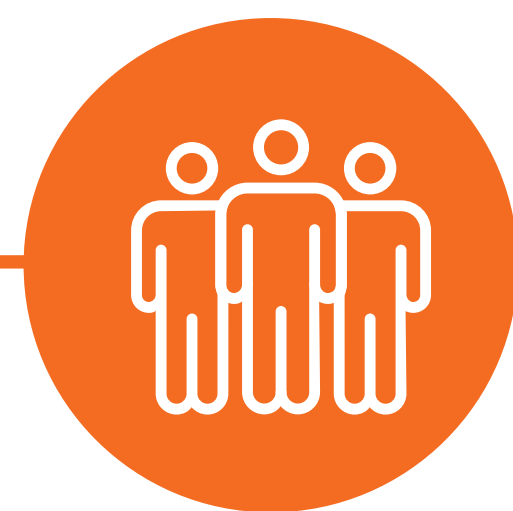
Approaching movement-strengthening

In March 2021, ECID drew inspiration from research into the roles funders can play in supporting movements including: investor, learner, connector, influencer and broker (Grantmakers for Effective Organisations, 2014). The ECID consortia felt these roles provided a useful starting point to frame how ECID is currently strengthening movements and identify opportunities for collaboration for ECID partners.



Investor

Investing money and resources into movement infrastructure and leaders.



Learner

Supporting movements to realise their learning goals and share learning.



Connector

Connecting movements to new members and supporters at all levels of scale.



Influencer

Using the power of movement-strengthening actors to advance movement goals.



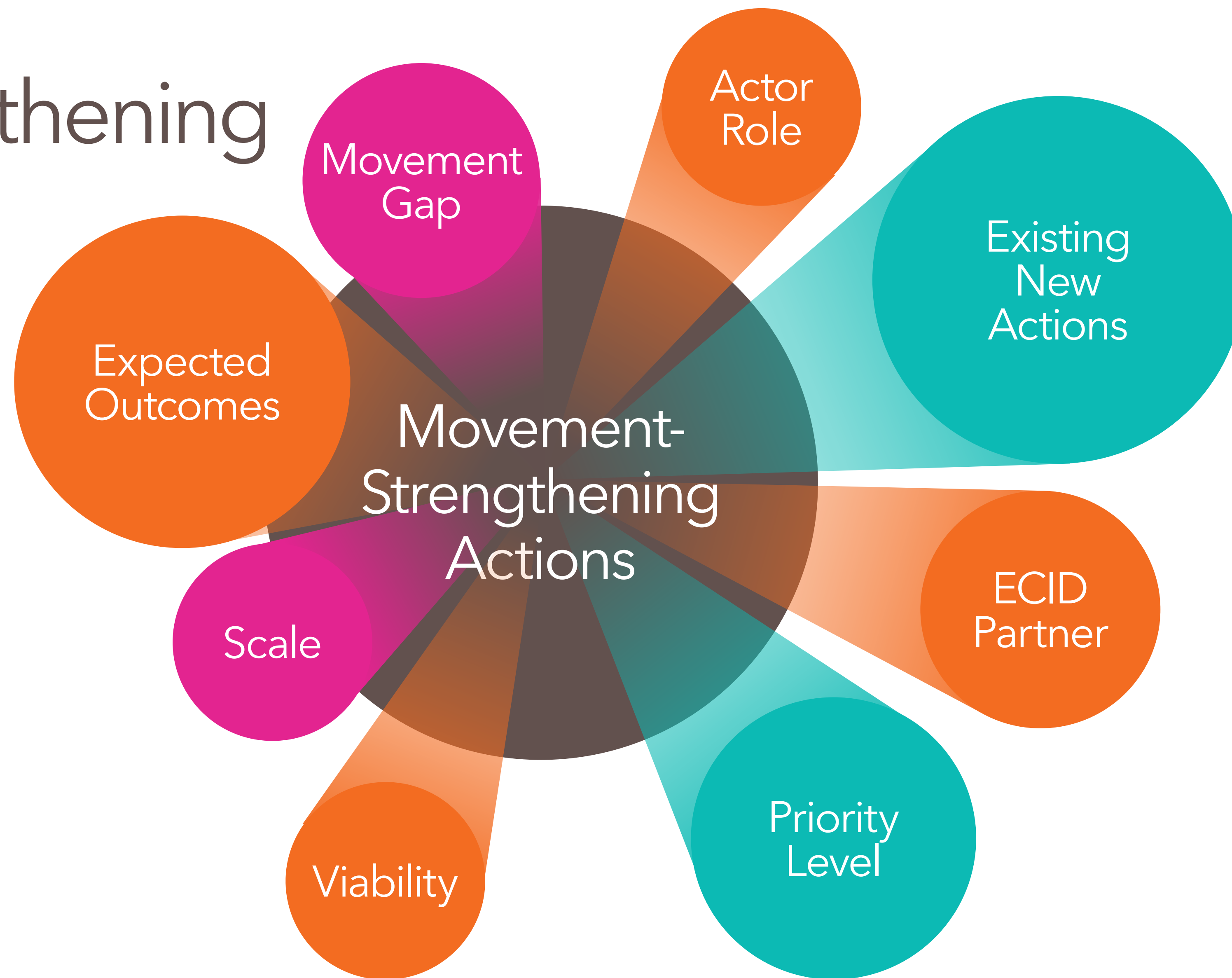
Broker³

Channeling resources towards movement groups and organisations, including joining up with other movement-strengthening actors.

Approaching movement-strengthening

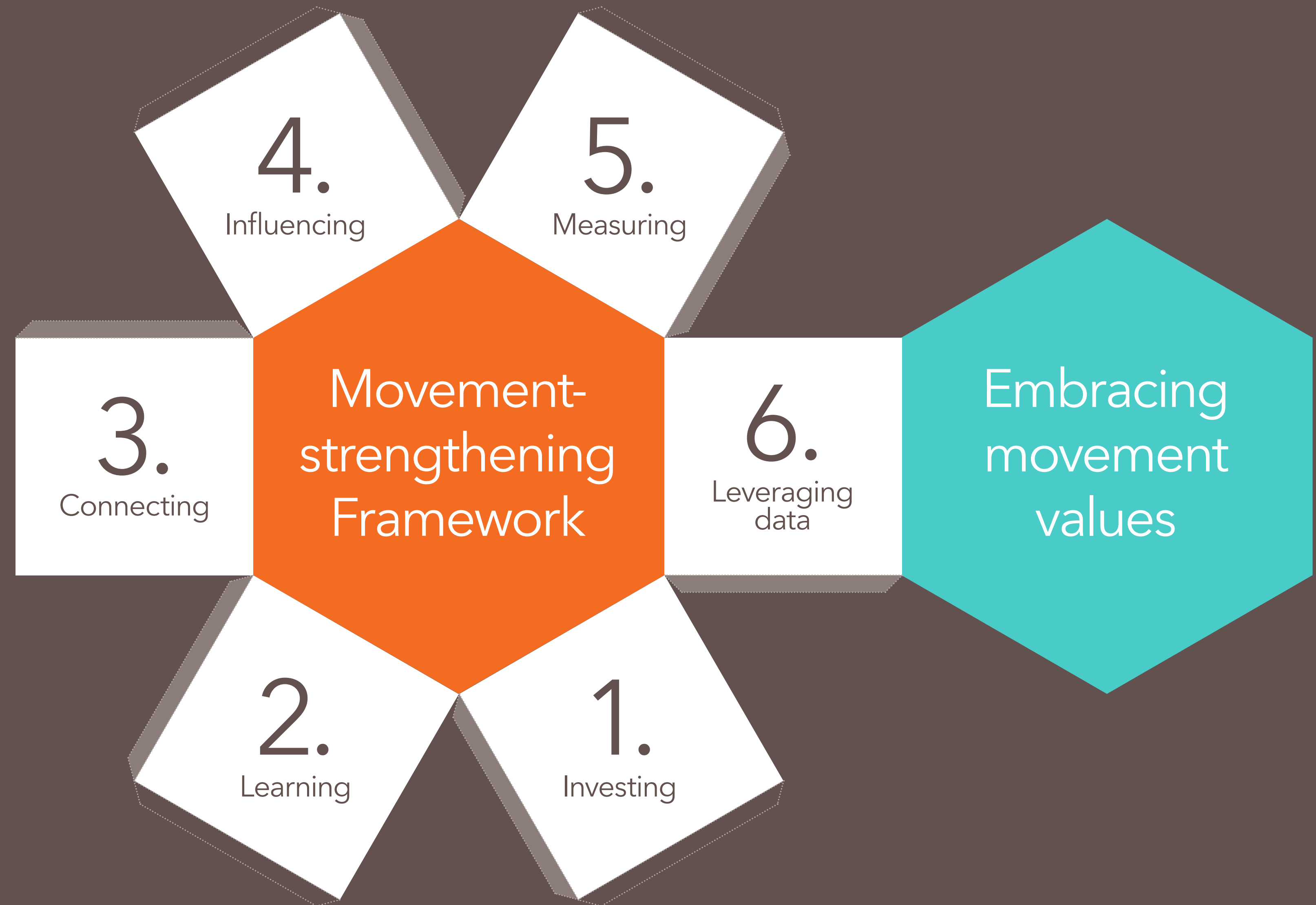
Utilising these roles, six ECID local partners identified and prioritized actions to strengthen movements beyond advocacy and funding (Annex III).⁴ At a broader level of scale, the consortia discussed ECID-wide collaboration opportunities.

All movement-strengthening actions were compiled, themed and assessed against eight factors. The emerging themes inform the Movement-Strengthening Framework in the next section.



Movement-Strengthening Framework

The Movement-Strengthening Framework organizes seven actions for movement-strengthening actors to grow the influence power and legitimacy of social movements: Investing, Learning, Connecting, Influencing, Assessing, Leveraging Data and Embracing Movement Values. These actions align with the ECID Working Groups which aids developing and supporting opportunities within the programme structure. This section describes each movement-strengthening action, followed by thought-provoking questions for further reflection. Annex II captures all tangible actions discussed during the March 2021 workshop.



Investing

Investing in movements involves making financial and non-financial contributions to social movement infrastructure. These investments might include giving flexible grants, developing movement leaders, offering technical and strategic assistance as well as unlocking community resources and assets. Through supporting collaboration and partnership-building capacity, movement-strengthening actors can forge links across many boundaries including organizing structures such as movements, networks and communities.

Thus far, ECID has focused on expanding the investor role beyond traditional advocacy training. It is supporting the safety and self-care of activists, opening up spaces to conduct GIPP and offering technical training in topics such as digital security, strategic communications and movement leadership. Christian Aid is planning to support local partners in building a culture of safety and security for activists, especially human rights defenders.

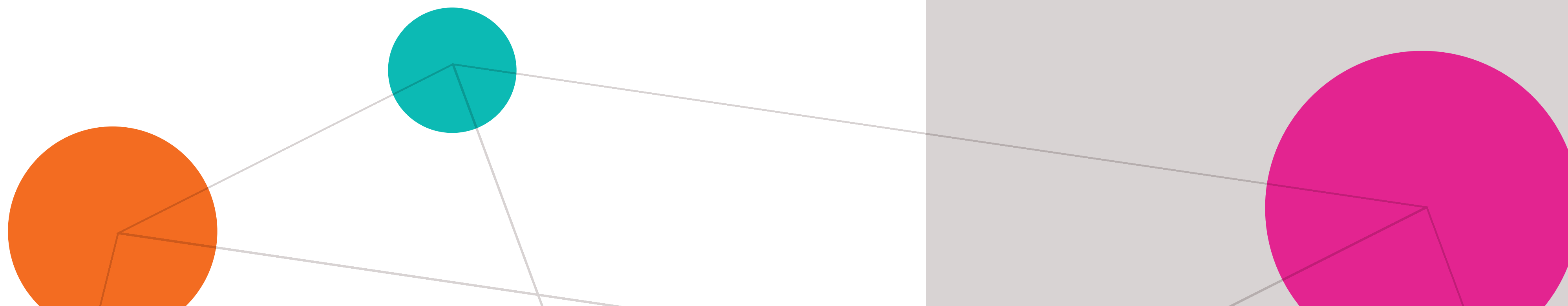
Thought-provoking questions:

1. Cross-movement platforms:

What movements share common aims or work on intersectional issues (e.g. gender disability)? What platforms would enable these movements to coordinate and collaborate as well as share resources such as assess to technical training?

2. Supporting movement leaders:

How might ECID support leaders to stay committed to movements over the long-term?



Learning

Through participating in social movements, people often learn about themselves, their communities, the issues they work on and how to bring about change (del Castillo, 2020). Movement-strengthening actors such as ECID can bring new actors into the learning process, support collaborative efforts to generate learning about intersectional issues, amplify the value of indigenous learning and support learning dissemination. They can also generate and share knowledge about how to build and strengthen social movements. Grounding social movement strategies in movement research has been pivotal to the Sunrise movement⁵ momentum (Climate Advocacy Lab, 2019).

Marginalised actors can lack the resources and expertise to produce formal research and evidence around issues which concern them. This evidence can enable them to better understand the issues they advocate for and advocate for them more effectively. ECID discussed supporting the generation of research and evidence by and with marginalised groups as well as helping local groups see the value of exchanging knowledge. ECID is also in a unique position to spur learning across countries and work collectively across organisations to pool and more efficiently deploy movement-strengthening support.

Thought-provoking questions:

1. Supporting movement learning:

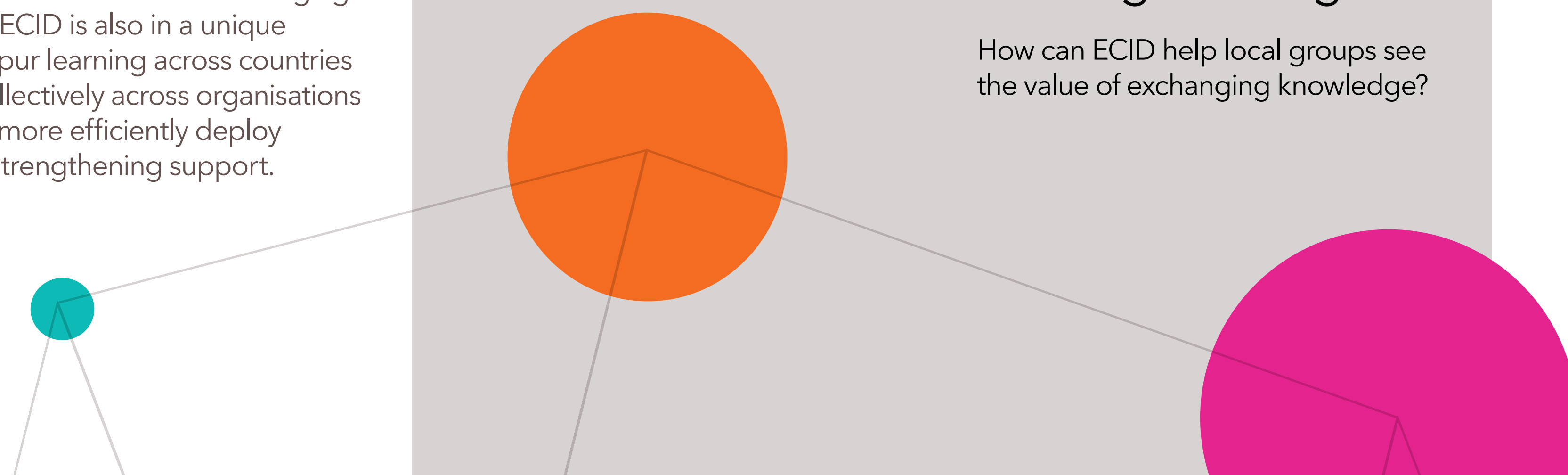
What do movement groups want to learn? How can movements better capture, utilise and share their learning?

2. Learning together:

How can ECID connect up movement groups working on intersectional issues so that they can learn from one another and together?

3. Biases against learning exchange:

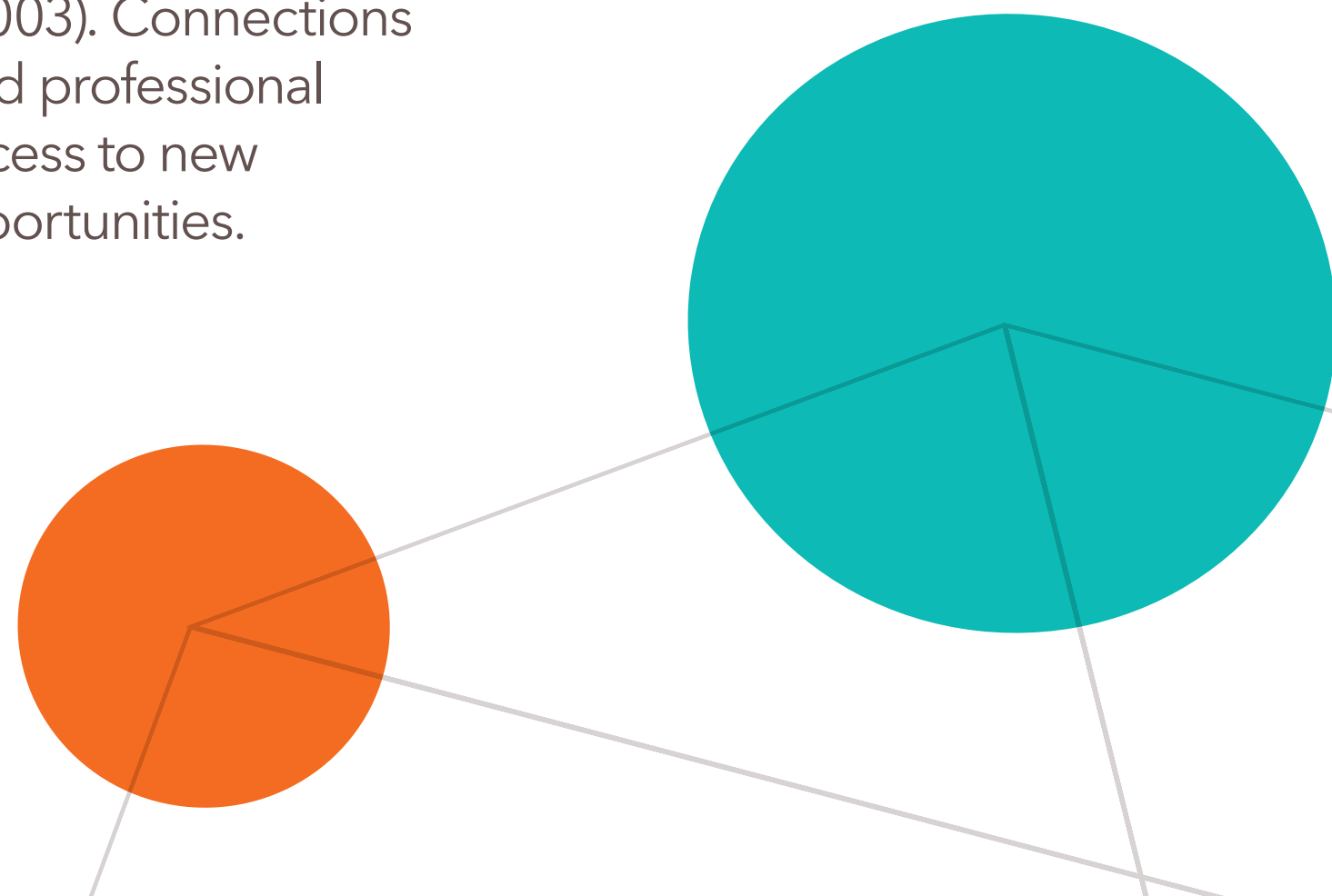
How can ECID help local groups see the value of exchanging knowledge?



Connecting

Social movements are built on trust and relationships. When people participate in movements, they often form new and deeper connections with people with common aspirations, interests and values (Della Porta & Diani, 2006a). These connections often outlive their participation in movements (del Castillo, 2020). Strong connections enable tacit knowledge sharing, trust-building and feelings of solidarity (Della Porta, 1988; Diani & McAdam, 2003). Connections outside personal and professional networks enable access to new information and opportunities.

Movement-strengthening actors can support people in social movements to connect within and across movements as well as with power holders, duty bearers, partners and experts. They can also assist with building peaceful relationships with policymakers and duty bearers. ECID consortia partners underscored strong relationships they have with many marginalised communities.



The Partnering Initiative (TPI), founded in 2003, believes that a new era of systematic collaboration across sectors, from international down to community level, can deliver the Sustainable Development Goals.

It is the world’s longest-established organisation dedicated to multi-stakeholder partnering and remains internationally recognised as a pioneer of the field through its cutting-edge thinking, foundational concepts, frameworks and tools.

TPI uniquely spans a spectrum from influence at the highest levels of international policy (including through our strong engagement with the United Nations system and international business organisations), through to drawing out learning and codifying practice from partnering managers on the frontline. Its work is guided by a UK-based core team, and delivered through a global network of associates and sister organisations based in over 20 countries.

Investing Learning **Connecting** Influencing Measuring Leveraging data

Connecting

In addition to the role that Christian Aid has taken in on-going local action, ECID can identify people previously unconnected to their peers in movements and connect them up as well as support convenings that enable peer learning. They can also connect activists across movements, connect up local and global actors, support platforms which enable movement coordination.

Local groups in Zimbabwe are investigating how to include members of a growing national movement for universal medical coverage in their local advocacy team. ECID partners might support movements to build partnerships with organisations that can offer formal support such as by utilising tools from The Partnering Initiative.⁶ COVID-19 is having a significant impact on the ability of people to mobilise physically at local meetings and build inclusive movements due to increasing technological divides. Local radio discussions are partially filling the gap.

Thought-provoking questions:

1. Connecting movement members:

Who could benefit from being connected within and across movements such as to learn and engage in collective action?

2. Partnerships:

What supportive people and partnerships could have the greatest impact on a movement's growth? Why?

3. Mobilising people:

What critical voices are excluded from movements? Who should be here but is not and how do we get them here?

Investing Learning Connecting **Influencing** Measuring Leveraging data

Influencing

Social movements influence institutions, cultures and societies in diverse ways. They might raise awareness of an issue, develop spokespeople or pressurize through tactics. Movement-strengthening actors can utilise their power and networks to expand the influence, power and legitimacy of social movements. For instance, Greenpeace allowed #FridaysforFuture students to utilise its social media channels for a day to mobilise people (Silberman, 2020).

Advocacy, as a focus of ECID, is pivotal to movement-building. Movements utilise the tools of advocacy to build political will, ensure decision-making representation and secure resources. ECID local country partners desired advocating for the physical protection of movement leaders, evidence generation

about marginalized groups and community-level resources. They also desire helping journalists see themselves as valuable actors in movement advocacy.

The ECID consortia discussed the role that it can play in supporting coordination of advocacy efforts of and across movements, utilising existing global influencing channels and platforms as well as utilising data produced by, with and about marginalised groups in advocacy efforts (“evidence-based influencing”). Local country partners stressed the importance of tapping into platforms where the government is already actively working with social movements to address important issues such as in Zimbabwe.

Thought-provoking questions:

1. Using GIPP/GESI for advocacy:

How can movement groups use GIPP/ GESI to advocate for their aims and global policy commitments (e.g. Gender Equality Act, the SDGs)?

2. Utilising your power:

How might ECID use its brand or connections to bring legitimacy to social movements locally and nationally?

3. Developing spokespeople:

How can ECID amplify the voices of marginalised people? Who feels they lack a voice? How do they want to speak out?

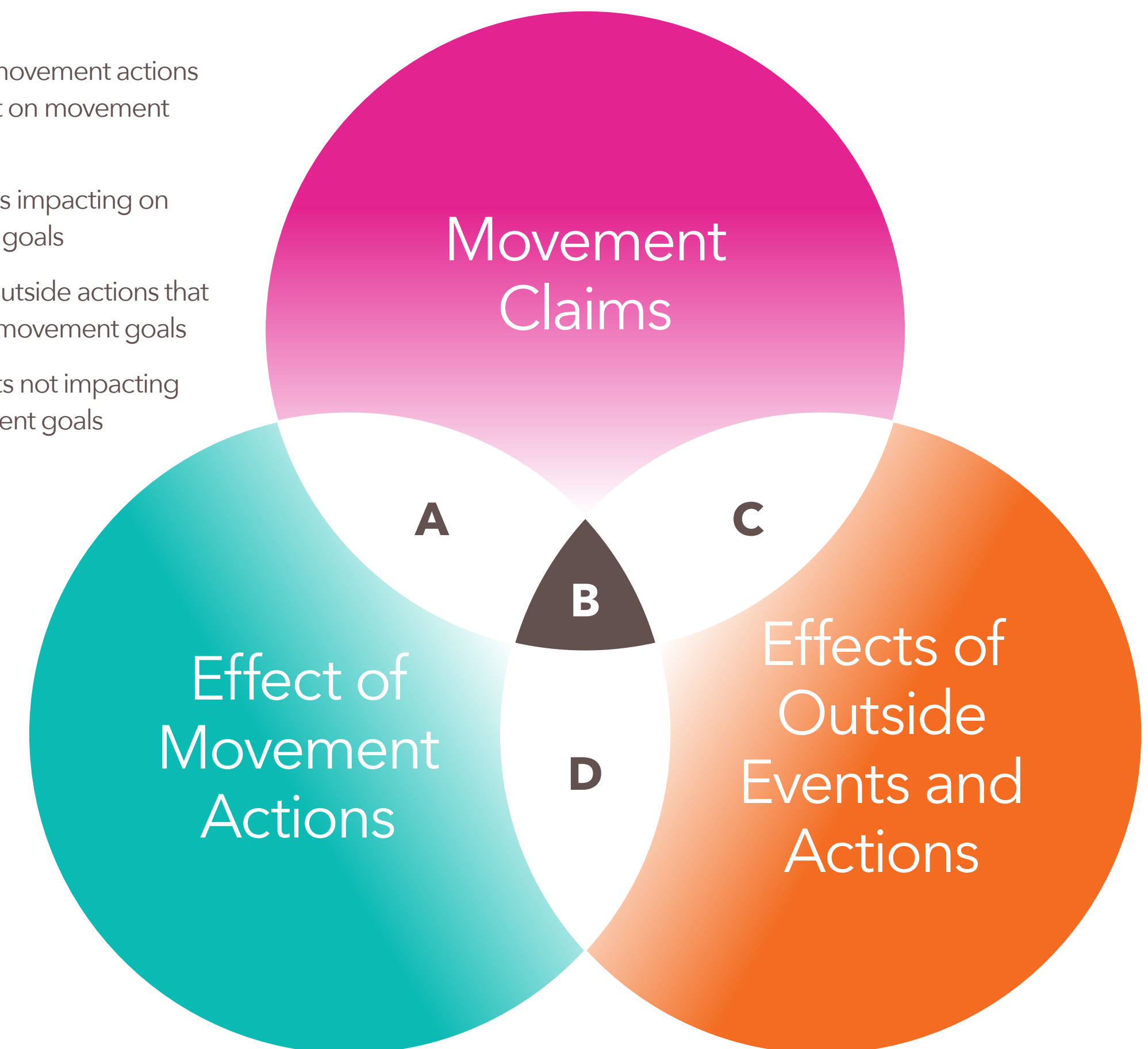
Investing Learning Connecting Influencing **Measuring** Leveraging data

Measuring

Movement-strengthening actors often focus on measuring results as opposed to measuring progress in a longer arc of change. Assessment efforts can also fail at “translating capacity and strategy into long-term power” (Innovation Network, 2018). New approaches to evaluation, such as Revaluation, shift the focus of evaluation from “What has happened?” to “What is happening?” They also look at factors contributing to what is happening (and not happening), sensing the direction of progress and determining who is benefiting.

While assessing the impact of movement-strengthening on social movement impact, it is important to acknowledge that assessing social movement outcomes present many well-known challenges (Beverley & Zimmerman, 1990). Movement outcomes can take a long time to manifest and it can be difficult to map observed changes to movement actions. The figure depicts the overlaps between movement claims, effects of movement actions on claims and effects of outside events and actions on claims (Guigni et al., 1998).

- A** = Effects of movement actions that impact on movement goals
- B** = Joint effects impacting on movement goals
- C** = Effects of outside actions that impact on movement goals
- D** = Joint effects not impacting on movement goals



Investing Learning Connecting Influencing **Measuring** Leveraging data

Measuring

When ECID decided to focus on movement-strengthening, it was already operating within a Logical Framework Analysis (LFA). Outcome 3 of this LFA most closely aligns with movement-strengthening: “Increasing effectiveness of civil society and other actors at all levels to address the priorities of key target groups in Myanmar, Nigeria and Zimbabwe.” Outcome 3 has three indicators:

The ECID consortia discussed utilising these indicators to assess movement-strengthening as well as how to track whether their support is encouraging people and partners to work better together. It is also noted that it could use the ECID outcome harvesting framework to interrogate the quality of movement-strengthening actions as well as share these outcomes with social movements who can use them to track their own progress. This could be particularly to many movements who have historically struggled to assess their own progress.

Indicator 3.1

Number of sustained initiatives by Civil Society and Communities that have facilitated engagement with duty bearers to influence/participate in decision-making by marginalised people.

Indicator 3.2

Number of new functioning and rewarding partnerships, collaboration and collective actions between civil society, communities and local or national authorities and other stakeholders to address issues prioritized by marginalised people.

Indicator 3.3

Percentage of the target populations including marginalized people who find CSOs effective when it comes to representing them and their needs.

Investing Learning Connecting Influencing **Measuring** Leveraging data

Measuring

Thought-provoking questions:

Developing a movement-strengthening indicator with its own tracking dimensions would enable ECID to more directly assess the impact of movement-strengthening actions as well as work with movements to design mutually beneficial tracking dimensions. Movement support can be investigated in terms of its impact on movement actors and on movements as well as on fostering cross-movement working and generating insight for supportive actors (Icarus, 2020). It could also track the four types of power movements build: institutional, people, influencer and narrative power (Innovation Network, 2018).

1. Designing assessment strategies with movements:

What tracking dimensions would be useful to ECID and social movements groups in assessing the impact of movement-strengthening and movement progress, respectively?

2. Tracking power-building:

How could ECID utilise power indicators to track the four types of social movements power (Innovation Network, 2018)?

3. Observing institutional responses to collective action:

How might ECID work with movement actors to observe institutional responses to collective actions and design counter-responses, in addition to the work it is doing to track responses from duty bearers?

Leveraging data

Movement-strengthening actors can continually stay up-to-date on what data social movements need to demand change and ensure that data is available and accessible to them. ECID is currently supporting Radius, a community reporter network to supply local advocacy groups with the right data at the right time in the right format. Movement-strengthening actors can also support social movement groups to generate data for their advocacy efforts, including joining up with other movements to develop shared databases, especially around intersectional issues.

Movement-strengthening actors can also support social movements to track the influence and impact of their actions utilising data. Tools such as ECID's outcomes harvesting could enable movement actors to gather and analyse data about their movement's progress and plan future collective actions.

Thought-provoking questions:

1. Data for demanding change:

What data and evidence would help social movements demand change?

2. Data for devising collective actions:

What data would help social movements better devise their collective actions?

3. Data for measuring movement progress:

What data would help social movements better assess their own progress?

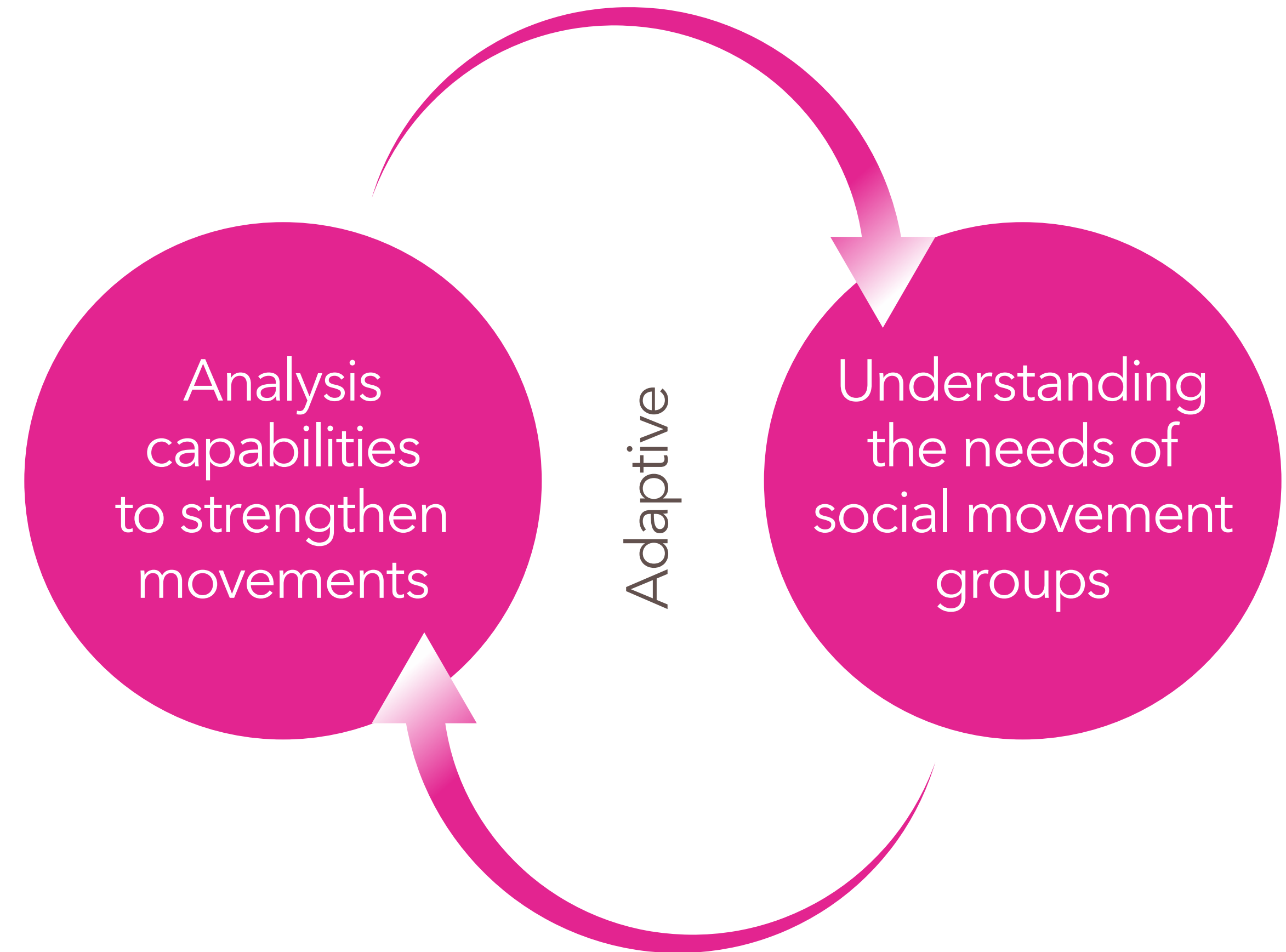
“Changing movements into projects kills the agency of movements, turning them into output churning machines.”

Mwanahamisi Salimu Singano, FEMNET

Embracing movement values

It can be challenging for formal movement-strengthening actors to work with social movements which are often informal, dynamic and challenging. Successfully strengthening movements usually involves embracing behaviours and values congruent with movements (Grantmakers for Effective Organizations, 2013) including embracing adaptability, being a 'critical friend', building trust (Bovey et al., 2020) and being willing to own mistakes.

ECID can embrace an adaptive approach to movement-strengthening by continually understanding the needs of social movements as well as their own relevance and capacity to respond. ECID has adaptive capacity built into its governance structure where country offices of Christian Aid sign six monthly funding and reporting agreements with Christian Aid in London that can be changed mid-year as well as Nigeria having a flexible funding pot which allows for reacting to opportunities as they arise.



Embracing movement values

Movement-strengthening actors can be a 'critical friend' by countering the tendency for movement members to replicate their own biases within movements, leading to unjust movement-building (BRIDGE, 2013). ECID's GIPP/ GESI strategy could strengthen gender just movement-building through its focus on equitable cultures and building a 'habit of analysis' through its annual scans. In terms of trust-building, the ECID programme has adopted a "power with" approach rooted in "local ownership, leadership, inclusive partnership building and collaboration as well as shifting power to local actors" and developing solidarity.

Identifying what behaviours and values to "let go of" is also important (Stanford Social Innovation Review, 2010). Movement-strengthening actors need to let go behaviours which inhibit movements to do what they do best. For instance, projectizing movements or imposing impact requirements on them can undermine their agency and unique ability to make change.

Thought-provoking questions:

1. Understanding movement needs:

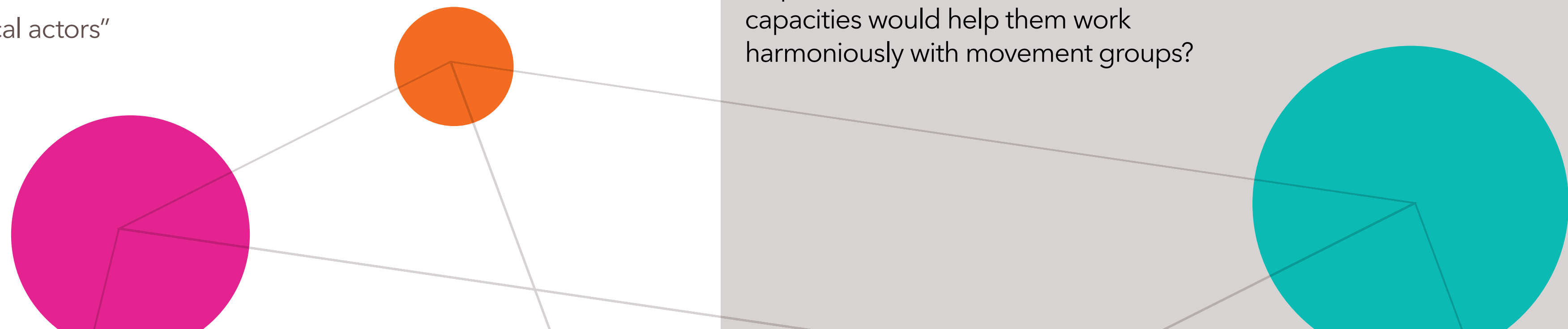
What do social movements need most? How do social movements prefer to share their needs with ECID?

2. Working with movements:

How can ECID partners more rapidly respond to movement needs? What capacities would help them work harmoniously with movement groups?

3. Gender just movements:

How can ECID strengthen gender just movement-building?



Hexagon-spanning opportunities

There is considerable energy around a number of opportunities that span multiple movement-strengthening actions. These initiatives would all draw on the unique strengths of multiple ECID consortia partners and working groups.

1. Mobilising people across movements:

Movements addressing intersectional issues can achieve more when they come together. ECID partners can convene movements across common aims, identities, marginalised groups, approaches and countries to explore ways to learn and act together.

2. Mapping movement ecosystems:

By mapping the actors, resources and relationships enabling and hindering movements such as through GIPP, ECID can understand the landscape in which movements are operating. It can then identify leveraged ways to strengthen movements and act collectively with other movement-strengthening actors.

3. Power-building:

Social movements build four types of power to realise the change they want to see: institutional, people, influencer and narrative power (Innovation Network, 2018). ECID can support movements to assess progress towards building these four types of power.

4. Fostering gender just movements:

Movement members often replicate their own biases within movements, leading to unjust movement-building (BRIDGE, 2013). ECID could support and train movements to utilise the GIPP to foster gender just movements.

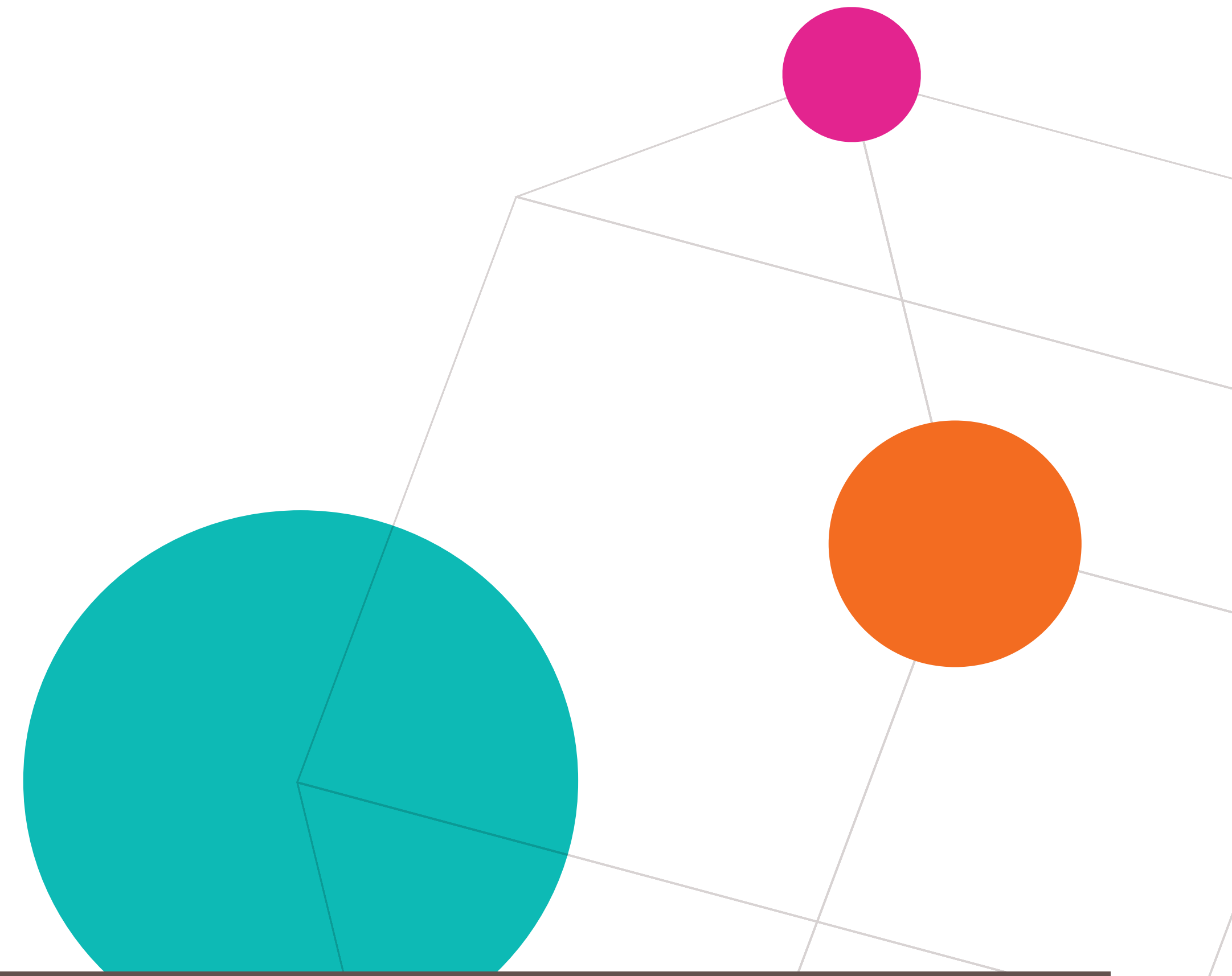
5. Building movement capacity:

Training all ECID partners in movement-building and movement-strengthening as a capacity would have a lasting impact on every person and organisation within ECID, an impact beyond the scope and remit of the programme.

Overarching reflections

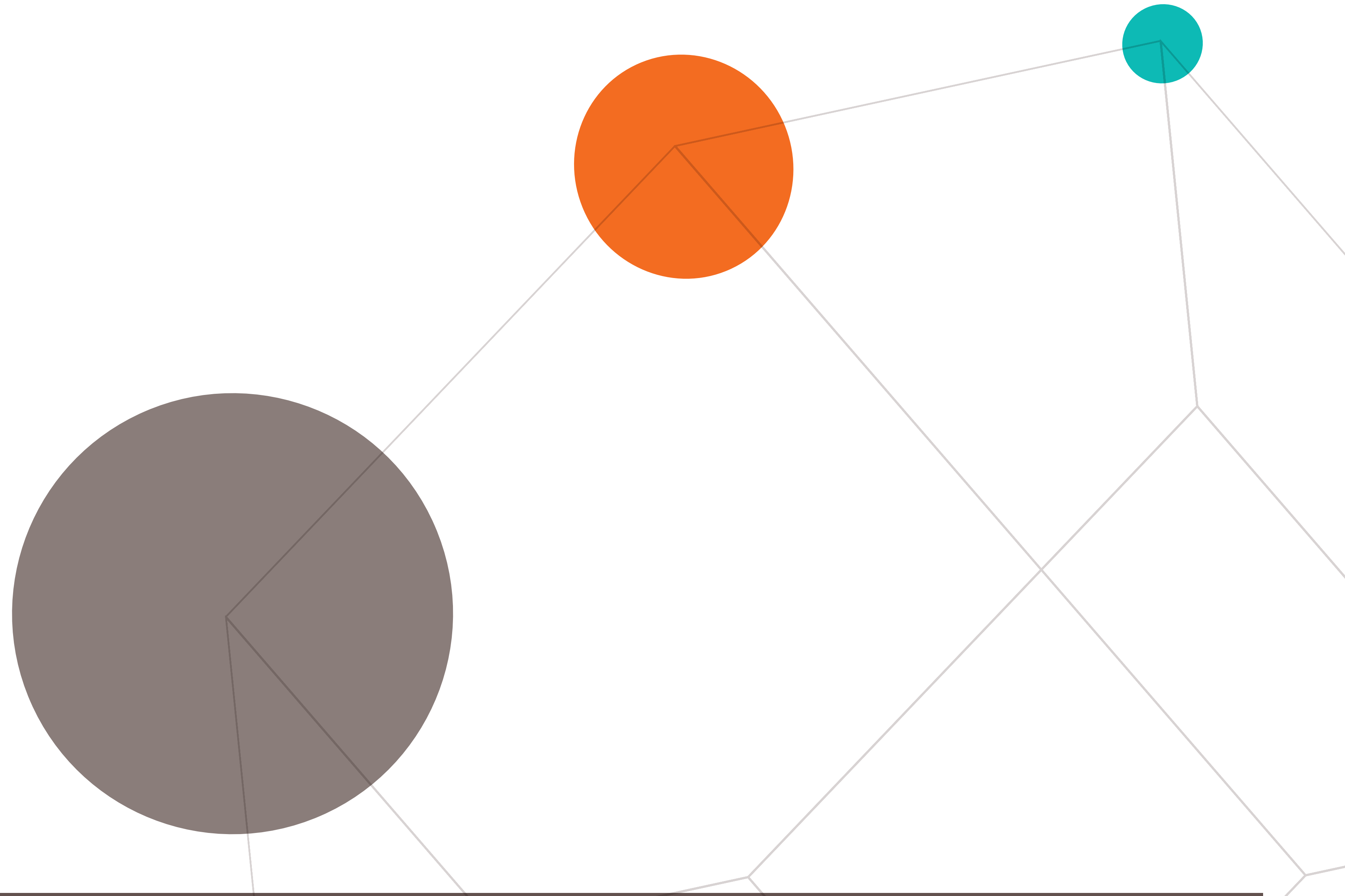
An evolution of the Movement-Strengthening Framework would take into account the range of cultural contexts represented in the ECID programme and adapt the Framework presentation to local language sensitivities. Going forward, it will be important to distinguish between actions supporting social change and those supporting movement-strengthening. It can be tempting to expand what constitutes movement-strengthening thereby diluting its focus and impact. It is also important to be mindful that international organisations can be a threat to movements when they occupy spaces where movements operate and thrive.

Finally, the value of the Movement-Strengthening Framework cannot be fully realised without people passionate about supporting social movements in the way they uniquely realise social change. These people persist in overcoming challenges as well as bring energy and imagination to respond to new opportunities. Immediate next steps for ECID include identifying social movements that need further support, understanding the needs of those movements and prioritizing movement-strengthening actions.

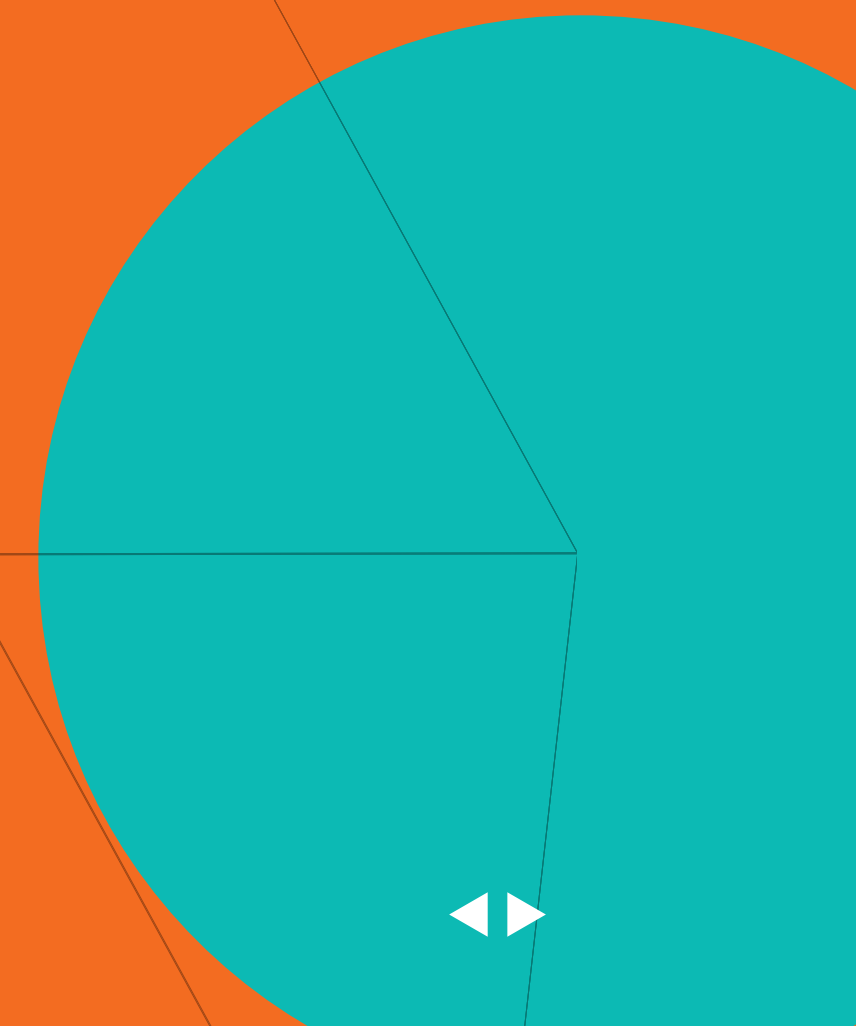
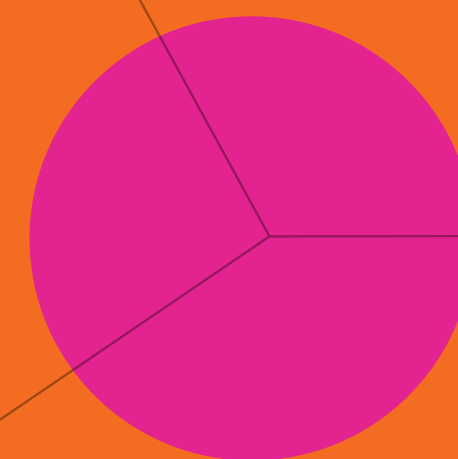
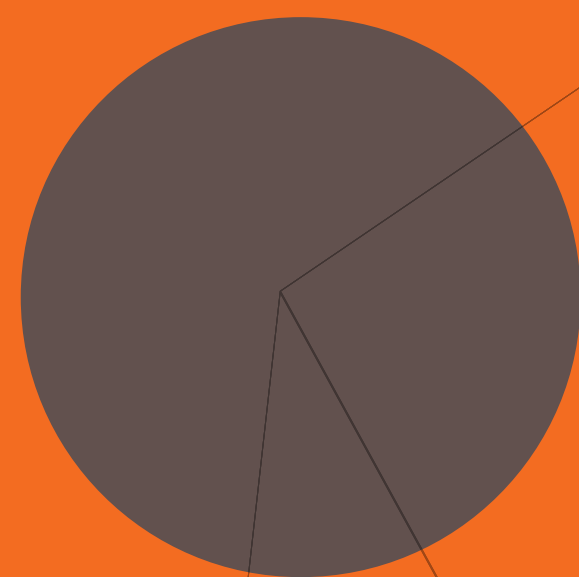


Looking ahead

The Movement-Strengthening Framework is both a mirror and a springboard. It organises how ECID is currently strengthening movements and provides a framework through which to formulate new opportunities that support the power of people realising change together. Movement-building and strengthening are strategic and artful practices, requiring creativity, intuition, passion and commitment. There is a particular need for movements and organisations, as one of type of movement-strengthening actor, to develop ways to work better together (del Castillo et al., 2016). The shifts required for everyone can be deeply uncomfortable but well worth the effort.



Annexes



Annex I: Glossary

Advocacy

Action that a person or organization takes to influence policy such as public demonstrations (NP Action, 2010)

Activism

Efforts to promote, impede, direct, or intervene in social, political, economic, or environmental reform with the desire to make changes in society toward a perceived greater good

Anchor organisation

Anchor organisations form part of movement infrastructure and contribute to mobilizing new members (Masters & Osborn, 2010). They have “permeable boundaries,” engaging new people whether they officially associate themselves or not (Zemsky & Mann, 2008)

Base-building

Social movements focus on building a “base” of people affected by specific issues or conditions and that participate in social movement activity. Base building is becoming increasingly challenging amidst closing civic space (Masters & Osborn, 2010)

Campaign

A deliberate, organized, active promotion or pathway by a company, cause or governmental entity to create awareness, attention and action that may result in individual support for a social issue (Feldmann, 2016)

Collective action

Actions taken collectively by people organized to achieve a common purpose or aim. Numerous individuals coordinating an act of protest together in order to make a bigger impact (Sidney, 1998)

Communities

People coming together around a common obligation (Postman, 1993)

Framing

A contentious process that social movement activists engage in to construct the meaning of issues, resulting in “collective action frames” (Benford & Snow, 2000)

Influencer power

Power to develop, maintain and leverage relationships with people and institutions who have influence over and access to critical social, cultural or financial resources (Innovation Network, 2018)

Institutional power

Power to influence the who, how and what of visible decision-making (Innovation Network, 2018)

Lobbying

Lobbying is a form of advocacy where a direct approach is made to legislators on a specific issue or specific piece of legislation (NP Action, 2010)

Movement-building

The process of building a social movement

Movement-strengthening

Working in solidarity with social movements to support them. ECID takes a ‘power with’ approach, focused on collective power through organisation, solidarity and joint action (Christian Aid Power Analysis training in Naivasha)

Narrative power

Power to transform and hold public narratives as well as limit the influence of opposing narratives (Innovation Network, 2018)

Annex I: Glossary

Networks

People and groups working together across an issue or constituency (Masters & Osborn, 2010). Social movements can take the form of “networks of networks.”

New power

“New power” is made by many; it is open, participatory, often leaderless, and peer-driven. Like electricity, it is most forceful when it surges and channelled (Heimans & Timms, 2019)

People power

The power of people to build, mobilize and sustain public support (Innovation Network, 2018)

Social movement

An organized set of constituents pursuing a common political agenda of change through collective action (Batliwala, 2012)

Social movement lifecycle

Every movement has a “leaping and creeping” (D’Emilio, 2002). During “creeping,” movements build infrastructure to instigate change when the next opportunity arises

Social movement organisations (SMOs)

Organisations that support the goals of social movements; social movements work through SMOs but are not organisations themselves (Armstrong & Bartley, 2007)

Trigger event

A sudden event - natural disaster, economic collapse, pandemic, war, famine - which changes politics, economics and public opinion in drastic ways, opening up an opportunity for social movements to amplify their legitimacy, power or influence (Engler, 2021)

Values

Social movements are often values-driven and advocate for the “implementation or the prevention of a change in society’s structure or values” (Smelser, 2021)

Annex II: Applying the Framework

The following tables captures discussions during the March 2021 workshop in terms of the movement-strengthening framework. The expected outcomes need further interrogation to ensure a focus on

the quality of movement-strengthening and usefulness to movement groups. The priority levels were removed in light of new funding developments.

Table A: Investing

ECID Actor	Movement-Strengthening Action	Actor Role	Scale	Expected Outcomes
ECID Consortia	<ul style="list-style-type: none"> Offer movement leadership, movement-building and advocacy training for local partners 	<ul style="list-style-type: none"> Investor 	<ul style="list-style-type: none"> Local 	<ul style="list-style-type: none"> TBD
Christian Aid	<ul style="list-style-type: none"> Support local partners to develop security plans for human rights defenders and build a culture of safety and security 	<ul style="list-style-type: none"> Investor 	<ul style="list-style-type: none"> Local, state, national 	<ul style="list-style-type: none"> Movement members perceive that their safety and security is prioritized Movement members feel safer
The Partnering Initiative	<ul style="list-style-type: none"> Offer partnership building tools to local movements Assist with tool application 	<ul style="list-style-type: none"> Investor 	<ul style="list-style-type: none"> Local, national, global 	<ul style="list-style-type: none"> Movements partnering with supportive organisations
Nigeria Partners	<ul style="list-style-type: none"> Offer leadership training for movement actors Offer communications training for movement actors Offer online safeguarding & security training for movement actors 	<ul style="list-style-type: none"> Investor Investor Investor 	<ul style="list-style-type: none"> Local, state, national Local, state, national Local, state, national 	<ul style="list-style-type: none"> # of organisations with effective leadership # of CSOs who join movements # of social accountability tools developed Improved compliance with safety & security protocol Improved capacity to develop risk register
Zimbabwe Partners	<ul style="list-style-type: none"> Strengthen spaces to discuss GIPP Create spaces to discuss GIPP 	<ul style="list-style-type: none"> Investor Investor 	<ul style="list-style-type: none"> Local, state, national Local, regional, national 	<ul style="list-style-type: none"> TBD Greater participation of marginalised actors in GIP

Annex II: Applying the Framework

Table B: Learning

ECID Actor	Movement-Strengthening Action	Actor Role	Scale	Expected Outcomes
ECID Consortia	<ul style="list-style-type: none"> • Support learning exchanges around intersectional issues and across movements • Support indigenous knowledge sharing • Support participation in learning events and activities • Provide tools and capacities to undertake GIPP, especially amongst most marginalized 	• Learner	• Local, state, national	• Deeper understanding of intersectional issues
		• Learner	• Local, state, national	• Sharing of learning at-scale
		• Connector	• Local, state, national	• Sharing of learning at-scale
		• Investor, learner, connector	• Local, regional, national	• Increase in marginalised groups implementing GIPP
Zimbabwe Partners	<ul style="list-style-type: none"> • Organise learning exchanges for youth and women • Support GESI for targeting power holders & duty bearers 	• Connector, learner	• Local, regional, national	• Outcome harvesting; GIPP/GESI; Perception survey
		• Learner	• Community, district, provincial, national	• Outcome harvesting
Nigeria Partners	<ul style="list-style-type: none"> • Organize peer learning meetings and exchange visits across movements • Produce and share learning reports 	• Learner	• Local, state, national	• GESI
		• Learner	• Local, state, national	• Sharing of learning across movements; of learning events
				• Learning application
				• Report references; Learning application

Annex II: Applying the Framework

Table C: Connecting

ECID Actor	Movement-Strengthening Action	Actor Role	Scale	Expected Outcomes
ECID Consortia	<ul style="list-style-type: none"> • Support platforms that enable movement coordination • Identify potential partners for local movements • Identify stakeholders sharing common aims with movements • Link local movement actors with national and global actors • Share networking tools and opportunities with movements 	<ul style="list-style-type: none"> • Connector • Connector • Connector • Connector • Connector 	<ul style="list-style-type: none"> • Local, regional, national • Local • Local, national • Local, national, global • Local, state, national 	<ul style="list-style-type: none"> • TBD • TBD • Resource optimization • New joint initiatives • Shifts in the scale of contention • # of relevant networks movements are actively involved in
Nigeria Partners	<ul style="list-style-type: none"> • Continuously link movements with networking and engagement opportunities, including events 	<ul style="list-style-type: none"> • Connector 	<ul style="list-style-type: none"> • Local, state, regional, global 	<ul style="list-style-type: none"> • Increased participation of local actors in national and global networks and events
Zimbabwe Partners	<ul style="list-style-type: none"> • Link local community alliances with actors at-scale and other movements 	<ul style="list-style-type: none"> • Connector 	<ul style="list-style-type: none"> • Local, regional, national 	<ul style="list-style-type: none"> • Increased connections between local, regional, national and global actors
All Country Partners	<ul style="list-style-type: none"> • Connect women and people with disabilities to local spaces 	<ul style="list-style-type: none"> • Connector 	<ul style="list-style-type: none"> • Local 	<ul style="list-style-type: none"> • Increased participation of marginalised people in movements

Annex II: Applying the Framework

Table D: Influencing

ECID Actor	Movement-Strengthening Action	Actor Role	Scale	Expected Outcomes
ECID Partners	<ul style="list-style-type: none"> Advocate for data produced by, with and about marginalised populations Share global advocacy events with movement actors 	<ul style="list-style-type: none"> Influencer Connector 	<ul style="list-style-type: none"> Local Local, regional 	<ul style="list-style-type: none"> TBD TBD
PAWG	<ul style="list-style-type: none"> Devise strategies to amplify local issues utilising data about marginalised groups Supply marginalised groups with advocacy data Create spaces for local partners to join up on advocacy plans 	<ul style="list-style-type: none"> Influencer Influencer Connector, Broker, Influencer 	<ul style="list-style-type: none"> All levels All levels All levels 	<ul style="list-style-type: none"> TBD TBD Coordinated priorities Resource optimization
	<ul style="list-style-type: none"> Devise global advocacy plans 	<ul style="list-style-type: none"> Influencer 	<ul style="list-style-type: none"> Global 	<ul style="list-style-type: none"> TBD
GNDR Zimbabwe Partners	<ul style="list-style-type: none"> Encourage local groups to use GESI to advocate for global policy commitments Advocate against policies that exclude women, youth and people with disabilities 	<ul style="list-style-type: none"> Influencer 	<ul style="list-style-type: none"> TBD Local, national 	<ul style="list-style-type: none"> TBD # of petitions Legislation influenced
	<ul style="list-style-type: none"> Advocate for marginalised groups in influential positions 	<ul style="list-style-type: none"> Influencer 	<ul style="list-style-type: none"> Local, regional, national 	<ul style="list-style-type: none"> Outcome harvesting Perception survey GESI analysis
Nigeria Partners	<ul style="list-style-type: none"> Media training for journalists on movement-building Create opportunities for movement to share and amplify their voice 	<ul style="list-style-type: none"> Investor Influencer 	<ul style="list-style-type: none"> Local, national, global All levels 	<ul style="list-style-type: none"> TBD # of opportunities to share experiences

Annex II: Applying the Framework

Table E: Leveraging Data

ECID Actor	Movement-Strengthening Action	Actor Role	Scale	Expected Outcomes
ECID Consortia	<ul style="list-style-type: none"> Supply citizen-generated data to movements to support advocacy 	<ul style="list-style-type: none"> Investor 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> TBD
Zimbabwe Partners	<ul style="list-style-type: none"> Supply data to local actors for sharing and influencing Support local actors to collaborate on data collection for advocacy 	<ul style="list-style-type: none"> Influencer Connector 	<ul style="list-style-type: none"> TBD TBD 	<ul style="list-style-type: none"> TBD TBD

Table F: Embracing Movement Values

ECID Actor	Movement-Strengthening Action	Actor Role	Scale	Expected Outcomes
ECID Consortia	<ul style="list-style-type: none"> Adopt 'power with' approach to working with communities 	<ul style="list-style-type: none"> Investor 	<ul style="list-style-type: none"> Local 	<ul style="list-style-type: none"> Partners exhibit a 'power with' approach
GIPP & GESI Working Group	<ul style="list-style-type: none"> Support gender just movement-building 	<ul style="list-style-type: none"> Investor 	<ul style="list-style-type: none"> Local, regional, national, global 	<ul style="list-style-type: none"> Movements embrace 'gender just' principles

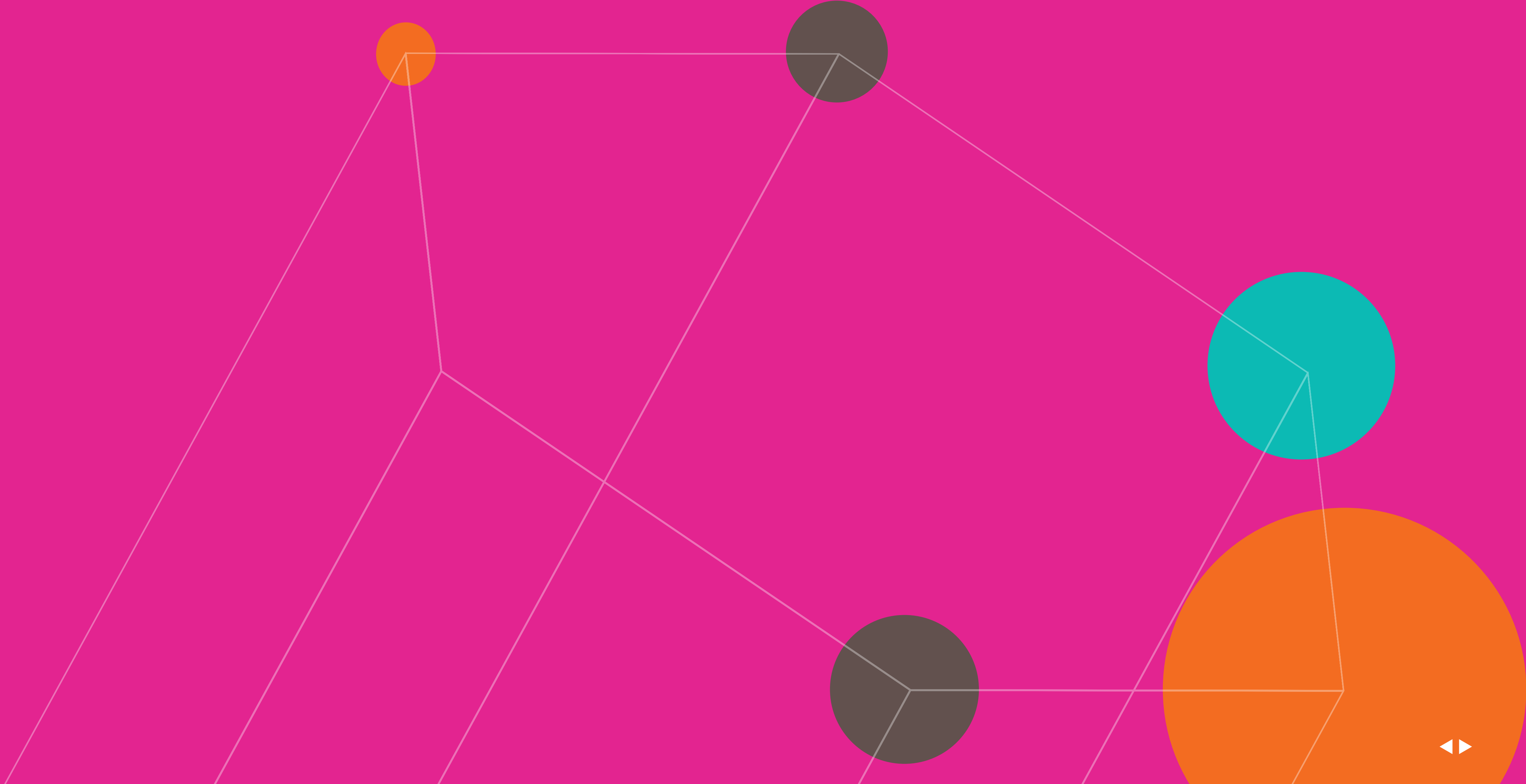
Country Office – Zimbabwe

Role	What will you do?	Why?	At what level of scale?	How can consortia support?	How will you measure effectiveness?
Investor	<ul style="list-style-type: none"> Advocate for change in policies by communities and CSOs with parliamentarians Engage duty bearers and CSOs to address structural barriers to participation of marginalised people 	<ul style="list-style-type: none"> Some policies exclude women, youth, and people with disabilities Limited participation of marginalised groups by duty bearers in decision making platforms. 	<ul style="list-style-type: none"> Local and national level Local, provincial, and national level 	<ul style="list-style-type: none"> Training on advocacy skills Resources to activate the movement Train duty-bearers on participation Strengthen CSO movements on collaboration 	<ul style="list-style-type: none"> GESI/GIPP Number of petitions shared and submitted Pieces of legislations influenced GESI/GIPP, outcome harvesting, perception surveys, #of platforms marginalised people participate, #of marginalised people in decision making positions
Broker	<ul style="list-style-type: none"> Strengthen CSOs and community movement 	<ul style="list-style-type: none"> Limited coordination of CSOs and community movements for effective advocacy 	<ul style="list-style-type: none"> Local community, district, provincial and national level 	<ul style="list-style-type: none"> Training Collaboration and partnership strengthening 	<ul style="list-style-type: none"> GESI Outcome Harvesting
Connector	<ul style="list-style-type: none"> Linking local community alliances to provincial/national and regional/global actors and other movements 	<ul style="list-style-type: none"> Limited participation of marginalised groups at district, provincial and national level 	<ul style="list-style-type: none"> Local community, district, provincial and national level 	<ul style="list-style-type: none"> Training on advocacy Community engagement with duty bearers 	<ul style="list-style-type: none"> GESI GIPP Perception surveys
Learner	<ul style="list-style-type: none"> Learning exchanges with existing youths and women GESI analysis for Intersectional structural targeting power holders, duty bearers and groups Creation of spaces to discuss Gender, Inclusion, Power and Politics Analysis (GIPP) 	<ul style="list-style-type: none"> Limited inclusion of youths in the movements Limited engagement of duty bearers and power holders Limited participation of marginalised groups in decision making spaces 	<ul style="list-style-type: none"> Community, district, provincial and national level Community, district, provincial and national level Community, district, provincial and national level 	<ul style="list-style-type: none"> Mobilization Training Support coordination platforms Support of coordination platforms Training Mobilization Training Support coordination platforms 	<ul style="list-style-type: none"> Outcome Harvesting GIPP/GESI Perception survey Outcome Harvesting GESI GIPP/GESI Social services tracker Training
Influencer	<ul style="list-style-type: none"> Support to amplify voices of local actors to regional and global levels Advocate with marginalised groups including women, people with disabilities for inclusion in influential positions 	<ul style="list-style-type: none"> Limited coordinated advocacy for amplified voices Limited action to advocate for inclusion of marginalised groups 	<ul style="list-style-type: none"> Community, district, provincial and national level Community, district, provincial and national level 	<ul style="list-style-type: none"> Training on advocacy Support with resources to coordinate the movement Training on movement building 	<ul style="list-style-type: none"> Outcome harvesting Perception survey GESI analysis Outcome harvesting Perception survey GESI analysis

Country Office – Nigeria

Role	What will you do?	Why?	At what level of scale?	How can consortia support?	How will you measure effectiveness?
Investor	<ul style="list-style-type: none"> Leadership skills training Organise effective communication training for social change Online safeguarding and security training 	<ul style="list-style-type: none"> We observed this as problem among the NGOs To get more people, especially youth, who are interested to use modern tools for change To increase their knowledge on safety, security and safeguarding 	<ul style="list-style-type: none"> Local, state, national Local, state, national Local, state, national 	<ul style="list-style-type: none"> Share available tools on leadership Funding support 	<ul style="list-style-type: none"> The number of organisations with effective leadership Number of CSOs who join the movement Number of social accountability tools developed Improved compliance with safety and security protocol Improved capacity to develop a risk register which include safeguarding risks
Connector	<ul style="list-style-type: none"> Continuous linkage with advocacy and networking opportunities 	<ul style="list-style-type: none"> Expand their space for engagement and build support for their advocacy agenda 	<ul style="list-style-type: none"> Local, state, regional, national, global 	<ul style="list-style-type: none"> Sharing information on regional and global events for engagement 	<ul style="list-style-type: none"> The number events and global network they join
Learner	<ul style="list-style-type: none"> Organise peer learning, review meetings and exchange visits Production of learning Reports and sharing Strengthen existing spaces for discussing GIPP and the changing contexts 	<ul style="list-style-type: none"> To enhance learning and experience sharing among movement members For easy reference and adaptation To improve understanding of the programming within the changing context To increase understanding of the marginalized groups 	<ul style="list-style-type: none"> Local, state national Local, state, national Local, state, national 	<ul style="list-style-type: none"> Participation in learning events 	<ul style="list-style-type: none"> The number of events and reports The number of lessons replicated by members The number of learning reports
Influencer	<ul style="list-style-type: none"> Facilitate capacity building on networking Linking movement to regional, global events/actor 	<ul style="list-style-type: none"> Help the movement to function and work better To give them opportunities to amplify their voices 	<ul style="list-style-type: none"> Local, state, national Local, state, regional, national, global 	<ul style="list-style-type: none"> Share networking tools and opportunities Information-sharing on international advocacy events 	<ul style="list-style-type: none"> The number of networks that the partners are actively involved in The number of events the movement is involved in at the regional and global level
Other	<ul style="list-style-type: none"> Launch a campaign on Budget cash back up for health and education Develop social accountability tool for engagement 				

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Footnotes

¹ Developing the Movement-Strengthening Framework involved a review of ECID programme documents and consultations with ECID members.

² Srilatha Batliwala is a women's rights advocate, scholar and social activist from Bengaluru, India.

³ Brokering is an area for further exploration as it did not feature heavily in the workshop discussions.

⁴ ECID local partners in Myanmar were unable to participate fully due to the evolving political situation in the country.

⁵ Sunrise is a U.S. movement of young people fighting to create millions of good jobs and stop the climate crisis (Sunrise Movement, 2020).

⁶ These tools include the partnership health check, value creation tool and partnership capacity-building toolkits.

