

### **Features of Movement Capacity Building**

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#### **Vision**

Has a vision/theory of how change is made, including the role the organization plays in the larger social change arena and to whom the organization sees itself accountable.

#### **Principles**

Develops principles that are applied within and outside of the organization based on its vision of social change. (An example of principles is at [www.buildingmovement.org](http://www.buildingmovement.org).)

#### **Learning and Reflecting**

Allocates time to learning and reflecting on vision with staff and constituents through presentations, readings, discussions, or arts and culture. Reflects on work to refine vision and strategies.

#### **Issues of race and power**

Considers society's "dominant culture" and its replication in organizations. Analyzes how effects of race, class, gender, and other cultural factors are integrated into their work.

#### **Work Across Boundaries**

Builds relationships with other organizations, groups, and individuals to create a movement; supports groups without "owning" every issue or campaign.

#### **Work Across Generations**

Has a mechanism that transfers trust, power and responsibility from older to younger leaders while inspiring younger leaders and educating them about the complexities of social change work. Encourages dialogue between different generations about the challenges inherent in social change work and develops strategies to address issues related to burnout, work/personal life balance and professional development.

#### **Constituency Involvement**

Has a mechanism to identify and involve constituents – beyond staff, board and funders – in the organization in a meaningful way. Invests resources in constituency involvement within and outside of the organization.

#### **Structure**

Creates a system of effective leadership, management and accountability while being creative and flexible with internal and external problem solving. Works with others in movement to bring about social change.

#### **Funding**

Understands and makes visible the impact of funding sources on the organization's work. Examines the role of constituency support and addresses issues related to accountability when relying on funds from outside its base.