

PATHWAYS TO POWER

A workshop!

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4/2/2024



ClimateAdvocacyLab.org



Share your info in the chat



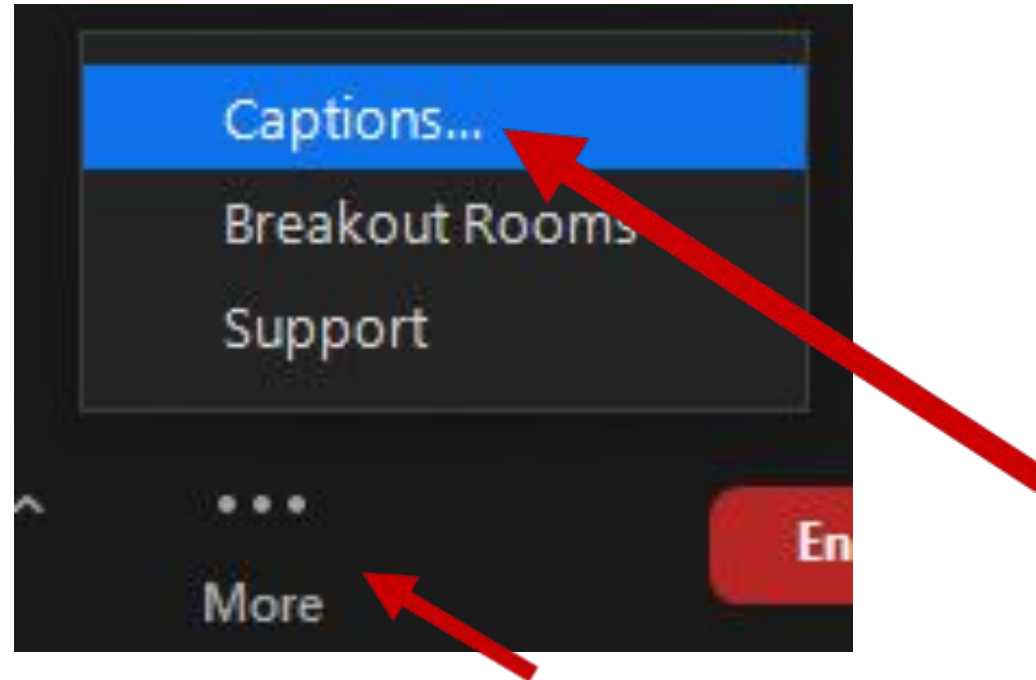
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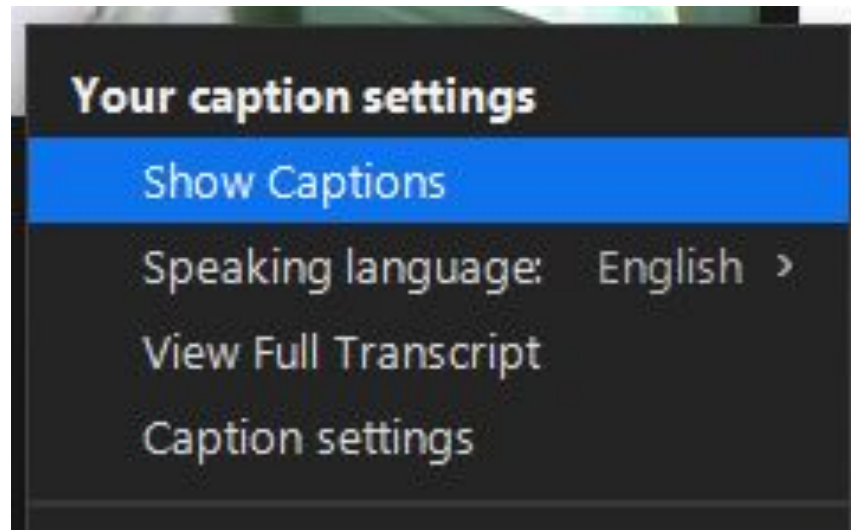
What's one reason you wanted to attend today's session?

Closed captioning



Click **More** then **Captions...**

Closed captioning

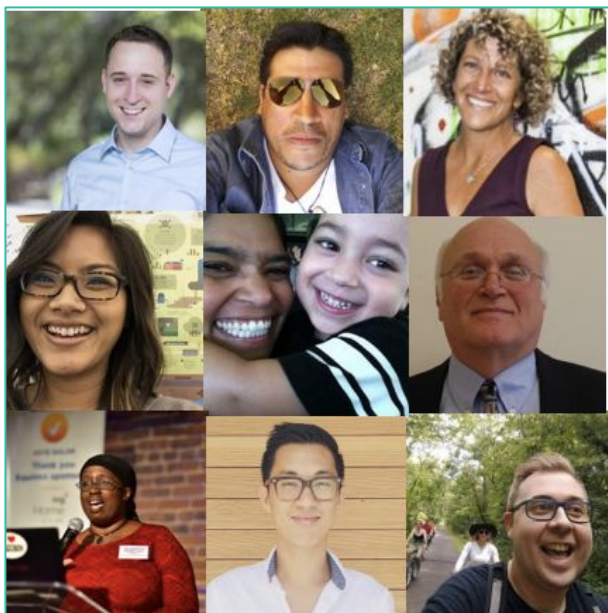


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The Climate Advocacy Lab

Helping the climate community build grassroots power and win through evidence-based advocacy.



Our (awesome!) members



Workshops & Webinars

CLIMATE coTRUTH.org

May 31, 2016

Field Test Comparing Pro-Solar Messengers on Several Channels

Summary

This test sought to determine if a homeowner messenger or a solar worker messenger was more effective in convincing either NV residents or US residents to sign a petition in support of solar net-metering policies. Test results were inconclusive, but our report points to significant shortcomings of Facebook Ads for validating message tests, and points to suitable alternatives.

Campaign Background

Last fall, Nevada's Public Utility Commission was considering a proposal from the State's dominant Utility to hike electricity rates for owners of rooftop solar systems. If passed, the proposed rates would severely limit the growth of rooftop solar installations in the state.

Our project objective was to recruit Nevada residents, and those already engaged with US climate advocacy groups, to sign a petition to the Nevada Public Utility Commission opposing the new rates. In addition, we wanted to increase participation by our supporters in a patch-through system that facilitated direct phone calls to the NVPUC.

Initial Test Design

Our beginning hypothesis was that engagement rates with messages delivered by Homeowners and solar industry workers would result in higher rates of engagement than typical appeals issued by our staff. We based the hypothesis on evidence drawn from response to recent email and social media campaigns where we saw higher engagement rates on content featuring people directly impacted by climate change such as flood and wildfire survivors.

Our next step was to scan the Climate Advocacy Lab network for contacts that could help us set up a rigorous test. We set up a call with Dr. Gabriele Wong-Parodi of

Research program

CLIMATE ADVOCACY LAB

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Jack Zhou My State: Choose your state

BLUEPRINT FOR A MULTIRACIAL, CROSS-CLASS CLIMATE MOVEMENT: THE REPORT ON COALITIONS

NEW: BLUEPRINT FOR A MULTIRACIAL, CROSS-CLASS CLIMATE MOVEMENT

LATEST BLOG INSIGHTS

Unlocking Impactful Climate Migration Discourse

I have been recently reflecting about my move back to the place I grew up - the Bay Area. I can't help but think about the local impacts I have been seeing since years of many destructive wildfires. Witnessing the aftermath of these wildfires brought the reality of climate displacement closer to home, more than ever. Our world is grappling with the escalating challenge of climate-induced migration and displacement, which is expected to affect millions in the coming decades. Enacting meaningful solutions will require effective communication strategies, especially as media attention on climate migration and its impact intensifies. This week's newsletter explores communication strategies and shares some of the latest resources regarding communicating about climate migration and special highlight on communicating the complexity of displacement.

FEATURED RESOURCES

Resources marked **O** are not publicly available. Please contact the authors before sharing their findings outside of the Lab.

Search Resource Library

Start your search here.

Upcoming Workshops & Webinars

The latest in free training opportunities.

APRIL 08, 2024 **WEBINAR**

Blueprint training session 1: Building the Coalition

This training session will lay out the necessary foundations of an effective, equitable climate coalition, and why this all matters for the success of coalition work.

APRIL 17, 2024 **WEBINAR**

How to lead as an evidence-based advocate

After this interactive Lab 101 session, participants will leave with an understanding of what evidence-based advocacy is and identified areas to your work where evidence-based insights can be applied and develop learning goals. A special real-world example of how other climate advocates have utilized evidence to build durable power and win equitable solutions. And form connections with other learners and practitioners in the Lab community.

Site & newsletter

Introducing our authors



Darren Kwong
Deputy Director of Research
The Movement Cooperative



Keira Stearns
Director of Strategic Partnerships
Analyst Institute

PATHWAYS TO POWER

Presented by

DARREN KWONG (they | them)

The Movement Cooperative

KEIRA STEARNS (she | hers)

Analyst Institute



Workshop Agenda

- Why Pathways to Power?
- Our Framework
- Deep Dive into Leadership Development
- Facilitated Exercise
- Next Steps and Wrap Up

Our goal: Help folks begin thinking about how they could measure their power-building work and create an initial plan to do so.

Why Pathways to Power?

- *Pathways to Power* was developed in response to organizations' need for a structured approach to align their power-building objectives with measurable outcomes.
- It serves as a vital resource for organizations seeking to demonstrate their effectiveness in building power in scenarios where evidencing such impact has traditionally been challenging.
- The creation of this toolkit fills a need, offering a readily accessible and practical framework for practitioners dedicated to power-building efforts.

Why Pathways to Power?

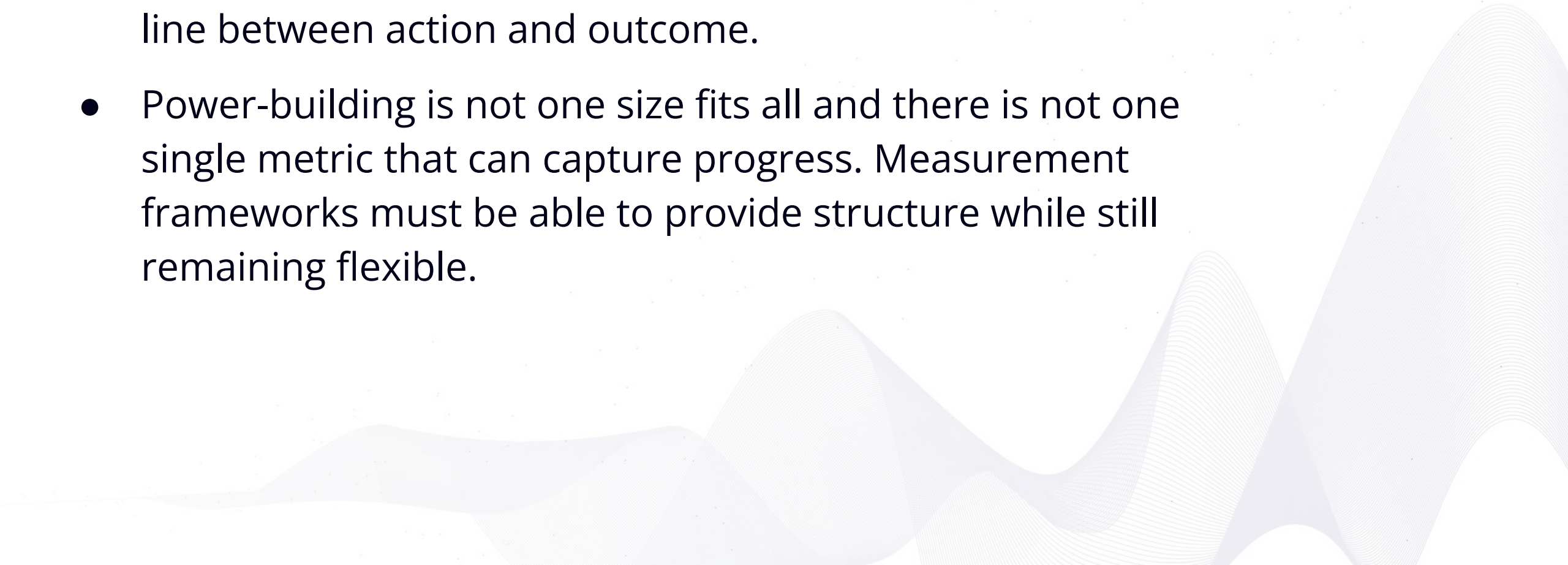
- Since 2020, we have made great strides in our ability to define power-building and in developing measurement strategies that help optimize the work.
- Drawing on the deep knowledge of fourteen organizations, we built an initial toolkit that makes it easier for a wider set of organizations to begin the deliberative process of identifying metrics that best suit their unique organizational circumstances and mix of power-building strategies.
- This framework helps to connect what is measurable to broader power-building strategies that organizations are already engaged in.

Our Partners

This report would not have been possible without the experience and depth of knowledge that our organizational partners shared with us. They include:



How Power Building Metrics are Different

- Power is dynamic, relational and contextual.
 - Building power is not linear and there is often not a straight line between action and outcome.
 - Power-building is not one size fits all and there is not one single metric that can capture progress. Measurement frameworks must be able to provide structure while still remaining flexible.
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- The bottom of the slide features a decorative graphic consisting of several overlapping, wavy, light blue lines that create a sense of movement and depth. These lines vary in opacity and are layered to create a complex, organic pattern that spans the width of the slide.

This framework can be used across different organizations, enabling them to:

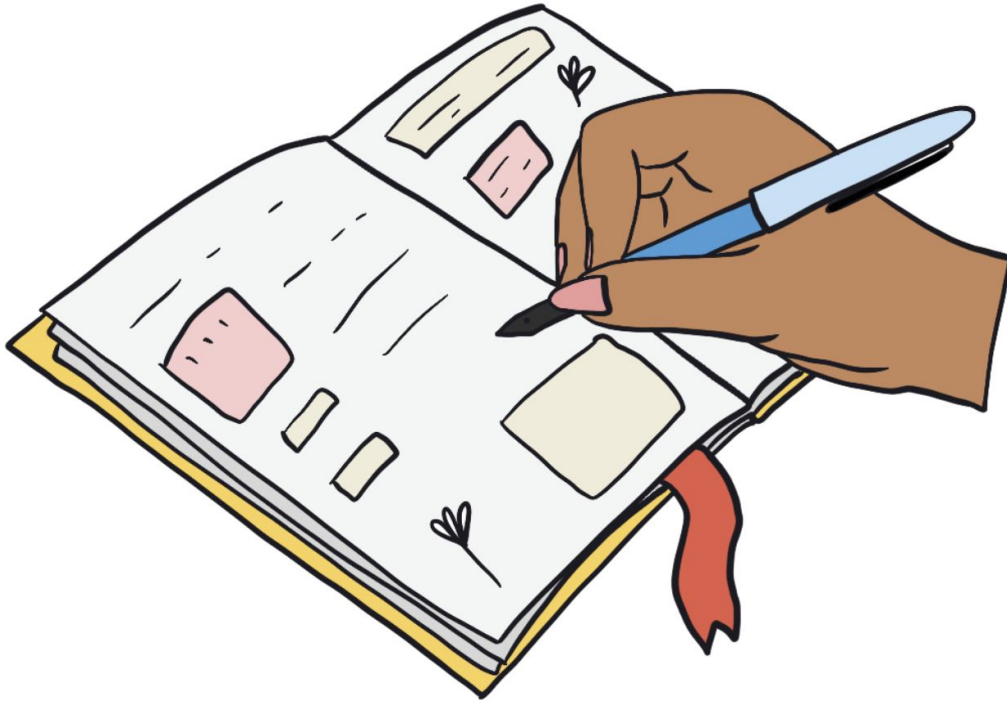
Lay out their power-building strategies and assess progress towards their goals

Demonstrate the impact of their power-building work

Have a shared lexicon, so that they can collaborate and learn with other organizations

Work towards a set of refined and individual metrics that allow a more nuanced view of power-building efforts across many organizations

Quick Reflections

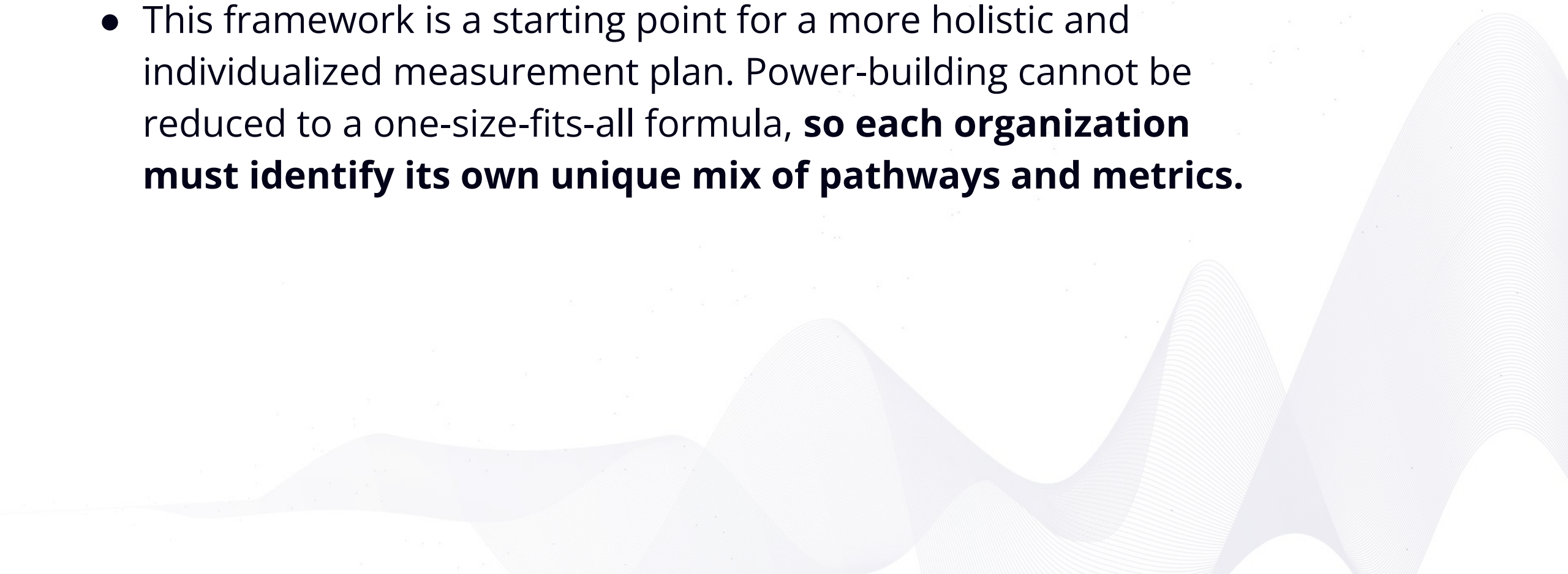


- What are some of the big things that your organizations are trying to win?
- Looking at the list that you just made, what strategies do y'all use to build towards those wins?
- Based on your gut, how do you know y'all are making progress? How do you know when to shift your strategies or tactics?

Our Framework

The background features a dark blue color palette with various geometric and organic patterns. There are several overlapping circles and arcs in shades of blue and teal. A prominent feature is a series of concentric, wavy lines that create a ripple effect across the lower half of the image. Faint, light-colored lines and dots are scattered throughout, suggesting a network or data visualization. The overall aesthetic is modern and technical.

Our Framework

- We offer examples of metrics organized across six organizational strategies that we call “pathways to power.”
 - This framework is a starting point for a more holistic and individualized measurement plan. Power-building cannot be reduced to a one-size-fits-all formula, **so each organization must identify its own unique mix of pathways and metrics.**
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Our Framework

Pathway

Base-Building

Leadership
Development

Advancing
Issue Campaigns

Building Electoral
Influence

Long-term
Narrative Change

Organizational
Resilience

Our Framework

Pathway



Elements

Base-Building

- Size
- Strength of individuals' organizational affiliations
- Relationships among members
- Willingness to take key actions to achieve organization's goals
- Ability to engage and ally with broader community
- Organizational priorities and structure

***NOTE:** This slide shows examples of elements from just one pathway. Please check out the toolkit for the full list!

Our Framework

Pathway

Base-Building



Elements

Willingness to take key actions



Metrics

- # of new members brought in by existing members
- # of high-effort actions taken by base (e.g. attending in-person events, creating social media content)
- # of low-effort actions taken by base (e.g. engaging with social media content, signing a petition)
- # of base members that take more than one action in a given time period
- % of members enthusiastic to continue participating in the organization's actions

***NOTE:** This slide shows examples of metrics from just one pathway and element. Please check out the toolkit for the full list!

Deep Dive: Leadership Development

Pathway, Deep Dive: Leadership Development

...

Leadership development helps movements level up and scale. As political context and campaign goals shift, we identified **6 elements** that organizations might consider measuring.

ELEMENTS	METRICS
<p>1. Leveling up types of activities over time</p>	<ul style="list-style-type: none">● Increase in # of high-commitment activities a person engages in over time● Increase in % of high-commitment activities a person engages in over time
<p>2. Deepening skills, expertise, and responsibility over time</p>	<ul style="list-style-type: none">● Increase in actions that demonstrate deep skill, such as:<ul style="list-style-type: none">○ # of people who attend a leadership training○ # of people who testify or lobby their legislator○ # of people participating in strategic discussions and conducting power analyses○ # of events or trainings the leader had run for other people● Increased competency in action-taking, which could be measured using quantitative data, or qualitative data gathered from statements made by staff or other volunteers about:<ul style="list-style-type: none">○ Confidence speaking in front of individuals or about a topic○ Greater command of key issues

CONTINUED...

Pathway, Deeper Dive: Leadership Development

...

Leadership development helps movements level up and scale. As political context and campaign goals shift, we identified **6 elements** that organizations might consider measuring.

ELEMENTS

2. CONTINUED
Deepening skills, expertise, and responsibility over time

3.
Mobilizing other individuals

METRICS

- Increased knowledge of key constituencies in the area
 - Building relationships with key community members
 - # of actions taken by people in events run by the leader
 - # of actions taken by people trained by this leader
-
- # of individuals brought in by a given person
 - # of individuals leaders can consistently mobilize
 - # of one-on ones with individuals in their network
 - Presence of leadership development plans for individuals brought in by a given leader
 - Volunteers' trust toward leader (e.g. does a person increase feelings of efficacy among individuals in their network?)

CONTINUED...

Pathway, Deeper Dive: Leadership Development

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Elements range from how individuals engage to how they're mobilizing others; from the development of their skills to their emotional transformation.

ELEMENTS

4.
Running for office or taking on roles in their community:
Leaders seeking out decision-making power in other venues

5.
Emotional transformation:
Leaders having increased feelings of political efficacy or excitement

6.
Leadership development among individual staff

METRICS

- # of leaders who run for office
- # of leaders who enter political or policy jobs in the community or state after volunteering for an organization

- Increased feelings of efficacy over time
- Increased feelings of excitement over time

- Talking on more complex projects over time
- Self-starting and demonstrating problem-solving skills
- Starting new campaigns or expanding campaign scopes

Case study (a hypothetical)

(Fake) Org name: Youth Climate Justice 4 All

Mission: We empower young voters by regularly meeting them no matter where they are on their civic journey. We believe that empowered young voters can become powerful catalysts for change by advocating for themselves and their communities, ultimately changing the face of politics.

What we're trying to win: All electric schools & Climate and just transition curriculum.

How do we do it?: We work with high school and college students by teaching them about the political process, how to lobby their legislators, and ways to engage their friends and classmates.

Group Reflections



- Share your names, roles, pronouns, organization (if any)
- Quick Recap: How did you answer the questions asked during the whiteboard exercise? Any reactions or reflections?
- Have your orgs collected data points that can be used to measure the change you identified in the exercise above? If so, which ones? If not, what might need to occur to begin collecting them?
- Who would you need to convince in your organization to make this work happen?
- Collecting data takes a village! Who can benefit from collecting this data in their work? Who needs to be a part of this conversation in your organization?

Next Steps

- Embark on a deliberative process to identify a well-selected set of metrics that map onto your particular organization's goals and circumstances.
- Consider the internal and external supports needed to successfully identify a well-selected set of power-building metrics for your organization.
- Start somewhere, and iterate from there.
- Work with your staff or other volunteers to socialize a data and learning mindset.
- Test these metrics out.

THANK YOU!



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