Tracking Trends in Social Movements
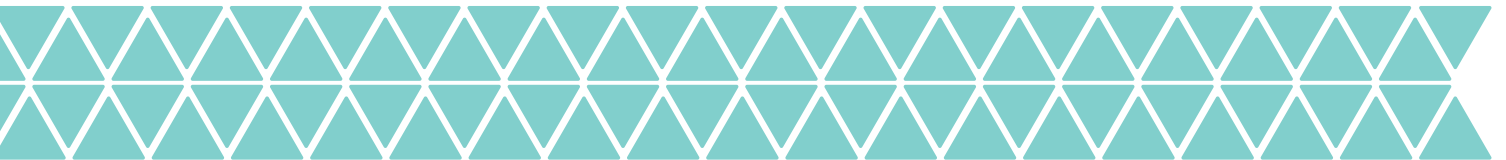
SCORECARD
and
GUIDE

August 2018

What is FGM?

Female Genital Mutilation (FGM) is a harmful practice. It includes all procedures that involve partial or total removal of the external female genitalia, or other injury to the female genital organs for non-medical reasons. FGM can cause severe pain, bleeding, problems urinating, cysts, infections, infertility, complications in childbirth, and even death.

The psychological effects of FGM can include post-traumatic stress and depression. FGM is an expression of gender inequality and a form of gender-based violence, as the UN recognises in its 2012 resolution calling for the global elimination of FGM. Over 200 million women globally have been affected by FGM, according to a UNICEF study. Approximately 4 million more girls are at risk every year.

FGM is practiced in more than 30 countries in Africa, Asia and the Middle East, and due to migration it is also practiced in Europe, the Americas, and Australia. FGM is a global issue transcending cultural, religious and political boundaries.

A Scorecard to Assess the Stage of the End Female Genital Mutilation Social Movement

This Social Movement Scorecard is a rapid, participatory tool for assessing the stage of the end FGM social movement in countries or regions. This guide explains how and why the tool was developed, and how to use it.

The Role of Social Movements in ending FGM

A movement is a 'group of people with a shared purpose who create change together' (Global Fund for Women – see www.globalfundforwomen.org). At The Girl Generation, we're catalysing the social movement to end FGM. There is now strong evidence that movements are an effective driver of both legal and political reform, and changes in culture and society – both of which are needed to end FGM.

Many of the most important social and political changes of the last century have come about because of broad-based social movements. Movements apply consistent pressure to leaders, initiate strategies for change (including public protests, community engagement, boycotts, and influencing and advocacy), and mobilise a critical mass of public support behind the desired change.

Batliwala (2012) defines social movements as, "forms of collective action that emerge in response to situations of inequality, oppression and/or unmet social, political, economic or cultural demands. They comprise 'an organised set of constituents pursuing a common political agenda of change over time.'"

Our theory sof change is that complex, sustained change is required across multiple spheres of society for social norms to change, and for FGM to end. This kind of change can't be driven by a single organisation or programme, or by activists working in isolation. Social movements thrive on having a broad base of constituents, including women's rights organisations; community based and non-governmental organisations; collectives, coalitions and networks; governmental actors; and workers, activists, and academics.

The key changes that the end of FGM movement can deliver collectively are:

Breaking the silence about FGM

Activists and campaigners start the conversation about ending FGM in their communities, institutions, and at a wider national/regional scale. They share information about FGM, and encourage people to question the practice. At first, their message was not considered acceptable for public discussion. However, in most places the discussion has now spread to public spaces, including village forums, media, and parliaments. It has also spread to different social groups: the general public, religious leaders, politicians, and academics.

Making the issue global

Campaigners and funders (including from the global north, and from related fields (health, human rights, media, research etc.)) have contributed to making the issue global, by mobilising resources, and expanding the evidence base. This has led to the movement spreading to new countries where there was previously little resistance to FGM. Pressure or influence from the international community, and human rights agreements, may help to build political will and commitments at this stage.

Increasing resources to support the systemic changes needed to end FGM

Once leaders and other influential people are supportive of an end to FGM, and there is a groundswell of public support for ending FGM, increased resources are more likely to flow towards efforts to end FGM. This will help to develop holistic systems to end FGM (including prevention, protection, provision of services, prosecutions, and partnerships), whether delivered through health and education systems, or through community and faith-based organisations and networks.

Planting the seed of the idea that change is possible, and desirable, and making this change visible

The process of debate and discussion encourages social norm and behaviour change among early adopters, as more people are exposed to the idea of, and arguments for, stopping FGM – and more people become aware that others are also stopping. By working with the media and through influential people and social networks, the movement can make these changes more visible, which inspires and encourages further change.

Bringing influencers on board

The issue of ending FGM is given legitimacy when it is supported both by grassroots activists (often the most affected/authentic voices) and by powerful voices, including, but not limited to, religious, cultural and political leaders. This helps to accelerate social change as there is increased visibility of change taking place, which reduces perceived risks of abandoning FGM.

Working together, these elements help to accelerate attitude and behaviour change, and reach the point where there is a new social norm of the uncut girl.

Examples of notable achievements of other social movements include:

Widening access to antiretroviral therapy for people living with HIV	Obtaining women's rights (to vote, to education, etc.)	Contributing to the end of apartheid in South Africa
	Reducing maternal and child mortality	Securing global commitments for environmental protection

Question for Scorecard participants

What social movements are currently active in your country or locality?	What gains have they made in recent years?	What are they calling for?

Why do we need to monitor social movements?

We've developed the scorecard to help us assess the status of the end FGM movement across our ten countries over time. Our key question is: how do we know if we've been successful in catalysing the end FGM movement, and whether the movements in our ten focal countries across the African continent are stronger now than when we started?

By understanding the stage of the movement, and its relative strengths and limitations, we can plan our contributions to movement-building more effectively. It allows us to tailor our technical support to support the movement to move to the next level of movement growth. As movements are dynamic and multi-dimensional, monitoring their stages helps us to assess where they are doing well, and where they may need to improve.

The scorecard helps to...

Carry out a situation or context analysis of the current status of a movement, to inform strategic planning for movement-building,	Build awareness of the power of social movements and the role they can play in bringing about change.	Monitor and evaluate changes over time,

At The Girl Generation, the scorecard provides data for our outcome-level indicator ('number of countries whose end FGM movements have reached at least coalescence stage'). We carried out baseline scorecards at the start of work in each country, and aim to do follow-up scorecards every 12-18 months thereafter, to track changes over time.

There are other contexts in which an assessment might be useful: e.g. for youth networks to assess their role within the context of the movement; or for national, regional or county-level stakeholders to assess how well they are working together over time.

The scorecard process is also an important opportunity to convene key stakeholders in the movement for critical reflection, debate and discussion; and to plan strategically for a stronger movement by looking at gaps and opportunities together. In other words, the process of carrying out the scorecard can contribute to movement-building and social change. It is a participatory, collective effort, drawing on the insights and expertise of multiple actors in the movement.

What are the stages of social movements?

There are four well-recognised stages in the lives of social movements:

1. Emergence

The first stage of a movement, characterised by individualised, but widespread feelings of discontent. Movements at this stage lack clearly defined strategies for achieving goals, and little organisation. Potential movement participants may be unhappy with social conditions, but they have not taken any action in response to this, or if they have, it is most likely individual-level rather than collective action. There may be an increase in media coverage of the issue, which contributes to the emerging sense of discontent.

2. Coalescence

The second stage is characterised the coming together of social movement constituents. This stage is marked by collective, public calls for change, and formulation of strategy. Leadership emerges, and mass demonstrations may occur in order to display the social movement's power and to make clear demands. This is the stage at which the movement becomes more than just disconnected upset individuals; at this point they are now organised and strategic in their outlook.

3. Bureaucratisation/Formalisation

In the third stage, the strategy is carried out by formal organisations and trained staff. The movement is characterised by higher levels of organisation and coalition-based strategies. By this stage, social movements have had some success: they have raised awareness to such a degree that a coordinated strategy is necessary across all of the constituent organisations.

4. Decline

This last stage is decline, though decline does not necessarily mean failure for social movements. There are five ways in which social movements can decline: Repression; Co-optation; Success; Failure; and institutionalisation or establishment within the mainstream.

Repression occurs when authorities, or agents acting on behalf of authorities, use measures (sometimes violent) to control or destroy a social movement.

Co-optation often occurs when movement leaders come to associate with authorities or movement targets more than with the social movement constituents. For example, leaders could be paid off by authorities or target groups who ask them to redirect their activities.

Success: some movements decline because they are successful and their aims are met.

Failure can occur if the organisation is not able to handle rapid expansion. Due to organisational strain, it may collapse into different factions. Failure of social movements due to organisational or strategic failings is common.

Establishment with Mainstream is when the goals or ideologies of the movement are adopted by the mainstream (e.g. the schools and health system) and there is no longer any need for a movement.

Social movements may not develop through the stages in a linear fashion, but may lapse or skip stages altogether.

What are the dimensions of a successful social movement?

In 2014, Global Fund for Women started to identify the characteristics of successful social movements. We have adapted them for the end FGM movement, such that they now include:

1. Public Awareness

Public awareness of the existence, and implications, of FGM.

2. Grassroots base

Strong grassroots base for the movement.

3. Leadership

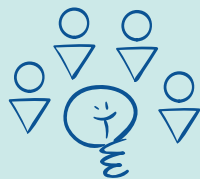In particular, a leadership pipeline for youth.

4. Networks & Alliances

Growing networks and alliances among end FGM actors and their allies.

5. Collective vision

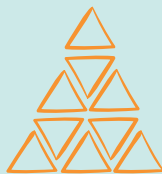Collective agenda, vision and ideas.

6. Multiple strategies

Use of multiple strategies to end FGM.

7. Infrastructure

Infrastructure for the end FGM movement (i.e. strong anchor organisations who convene and provide opportunities for coordination and learning).
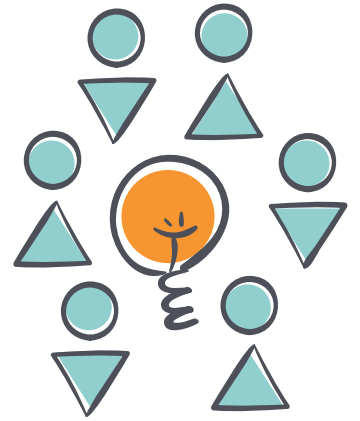
8. Youth engagement

Youth engagement and recognition of youth as key actors in the end FGM movement.

As per Global Fund for Women's framework, we assess the strength of the social movement according to these different dimensions.

About the Social Movement Scorecard

The tool uses a participatory approach, capturing the insights and expertise of local actors in the movement. It also offers good value for money, as it's relatively quick and straightforward to implement.

We've learned a lot from Global Fund for Women, building on their original evaluation framework for assessing social movements. By adapting their approach, we've piloted and refined a 'social movement scorecard', and collected data across ten focal countries (including collating baseline and follow-up assessments in several countries).

Along the way, we've learned about the strengths and limitations of the scorecard, and how to roll it out effectively. This guide shares our approach, which we hope will be of interest to our members, partners, and the broader community interested in movement-building for social change. We hope that the scorecard will be a useful addition to the measurement toolbox for this ever-expanding field.

The scorecard is a work in progress — we are keen to hear feedback from fellow practitioners on how to improve it, and if you use or adapt the scorecard, please let us know how it goes: info@thegirlgeneration.org

Using the Scorecard in Different Contexts

The term 'social movement' is not widely understood across our focal countries. This is why it's worth investing time before conducting the scorecard to explain what is meant by a social movement, giving relevant local examples and encouraging participants to share their own ideas of what a strong social movement looks like.

In countries with restricted political contexts, we do not use the term 'social movement' as it has negative political connotations. It may be better to talk about collective action or stakeholders collaborating at a national level. In certain circumstances, it may not be appropriate to use the scorecard, e.g. if groups are not allowed to organise collective action. The scorecard should only be used when it's safe to do so for all concerned.

How does the Scorecard work?

In summary, we hold a half-day (roughly four hour) meeting with key informants from across the end FGM social movement, and introduce them to the concepts of social movements, their stages, and dimensions. We then hold focus group discussions where participants score each of the eight dimensions out of ten, according to how strong/well-developed each dimension is. We ask probing questions, and ask participants to justify each score. In most circumstances, we then move into a session of strategic planning for movement-strengthening, based on the scorecard results.

Rolling out the Scorecard
Preparation

1 Firstly, consider why you want to carry out the scorecard. Be clear about your objectives so that you can explain them clearly to participants.

2 Secondly, consider who you should to invite to participate. You may need to run more than one focus group during the meeting, depending on the number and range of stakeholders you want to include. Issues to consider include:

- Participants should be part of the end FGM movement in the respective country, and interested in sharing their knowledge.

- Aim for a good mix of participants from different sectors: grassroots, governmental, non-governmental, service delivery, activists, traditional or religious bodies (where appropriate), youth, and academia.

- Aim for participants with a 'big picture' perspective who can see beyond their immediate sphere of work and comment on the overall national picture.

- Participation should be as broad and inclusive as possible, including small groups and different interests. Representation should go beyond dominant national actors.

- Try to ensure that focus group participants are, more or less, peers. If funders, senior government officials or other individuals who introduce power imbalances are included, it can distort the discussion and results.

- Consider holding a separate focus group for youth participants, if you are inviting them, to give them space to discuss issues openly and comfortably.

- Be mindful of the balance of the group in terms of gender, and different ethnic or regional populations.

- Only include minors (under 18 year olds) if you have the appropriate skills, safeguards and processes in place to do so responsibly.

- Consider logistical requirements to support attendance, including providing transport or accommodation for people travelling some distance (in particular, for grassroots groups), and any special requirements for people with disabilities.

3 Next, decide who will host, convene and chair the process. A local or national group who is part of the movement is best placed to host and convene the meeting. However, it is helpful to appoint a Chair who can take a neutral perspective. The meeting should be held in a quiet space with room for break-out discussions if there is more than one focus group scoring the movement.

4 In advance of the meeting, do your homework about social movements in this context/country, in order to share some examples with participants during the introductory session. What examples can you share? Can you find videos, photos or press clippings about previous social movements, to bring the session to life?

5 Finally – make sure you get your invitations out to participants well in advance.

Examples of social movements in different contexts could include

Kenya
The Green Belt movement
youtube.com/watch?v=p5GX6JktJZg

Liberia
Women of Liberia Mass Action for Peace
vimeo.com/189991473

South Africa
The Treatment Action Campaign
tac.org.za

The Scorecard Meeting

1   In plenary: Introduce social movements and the scorecard (approximately 1 hour)

Following introductions and opening remarks, explain why you are interested in hearing feedback about the status of the social movement in their country.

Next, introduce participants to the concept of social movements, and their stages and dimensions. Feel free to adapt the text/slides in this guide, and explore the resources linked below.

Assure participants of confidentiality and anonymity in order to encourage open discussions. Clearly inform the participants the purpose of the scorecard, its use and audience.

Present the social movement dimensions to the group, and the variables to consider under the eight dimensions. Explain the methodology, and the scoring system. Walk the group through the elements that make up each of the dimensions.

Explain the importance of taking a step back and reflecting objectively on the stage of the movement. Explain that there are no advantages in exaggerating or playing down the stage of the movement.

2   Smaller groups: hold discussions and score the movement (1 to 2 hours)

If necessary, divide into groups of no more than ten people, according to types of stakeholders represented (e.g. youth, grassroots groups).

Each group should have a moderator – ideally a neutral person who is skilled in facilitating focus group discussions. If this isn't possible, ask the group to appoint a Chair: someone who is well suited to playing a neutral role, and not likely to use the opportunity to dominate the discussion. Ensure that the moderator is familiar with the questions in Table 1, and translate them into the local language in advance if necessary.

Ensure the principle of confidentiality: individuals' opinions should not be repeated outside the discussion. Only the aggregate results will be shared.

A digital recorder (or a smartphone 'voice memo' function) should be used to record the discussion. If participants feel uncomfortable being recorded, a rapporteur or note-taker should ensure all details and quotes are correctly captured. Ensure that dissenting views are recorded as they might provide relevant information.

Next, the moderator should go through each of the dimensions of the social movement, using the questions in Table 1 below. Following discussion of each dimension, the group should award it a score out of ten, and provide a justification in as much detail as possible. One is the lowest score (meaning the dimension is absent or almost entirely undeveloped) and ten is the highest score (meaning it's as strong as it can be).

The moderator should

- Encourage everyone's participation: facilitate participation from quieter people, and don't allow the most vocal people to dominate the discussions

- Be conscious of time, and ensure you work through the eight dimensions in good time (approximately 10 mins to score each dimension)

- Follow up with probing questions, to clarify and generate further information (see suggestions below).

Probing questions for focus group discussions

| Tell me more about why you say that? | Can you share an example of that? | Would everybody agree with that? What might others say? | Is that always the case? | When did that happen? |

Once all of the dimensions have been scored, the total score can be compared to its corresponding movement stage (as per Table 2 – below). Discuss whether participants think their score matches the correct movement stage.

Challenges

The discussion can get quite heated – disagreements can emerge. Since participants are from the same country, it is possible for the discussion to escalate quickly into accusations e.g. all other organisations teaming up against regulatory bodies etc. The moderator should allow for disagreements, within the parameters of a courteous and respectful discussion, and should have the skills to manage such discussions.

When discussing the dimensions, it can be hard for people to be entirely objective. They may not acknowledge gaps or weaknesses in the movement. For example, they may feel that any criticism or challenges reflects poorly on their organisation. This is why broad representation from across sectors is important.

Participants may see the scorecard discussion as an opportunity to air grievances, in the hope of finding a solution, as the gathering may have brought together other key stakeholders that they perceive to be in a position to solve their grievances.

3 In plenary: Wrapping up (30 min)

Reconvene to discuss the following:

- What overarching themes emerged during the discussions?

- How did you find the scorecard exercise? Was it clear? What could be improved?

- Discuss whether participants agreed with the stage resulting from the total scores, and if not, how they would define the stage of the social movement in their country

- Ask whether participants think that the status of the social movement is likely to change any time soon, or whether it is likely to stay the same – and why?

- Discuss the next steps, in terms of sharing results, repeating the exercise, strategic planning etc. and thank participants for their contributions.

If the scorecard has been conducted as part of a broader context analysis and strategic planning process, you may now move on to this, looking at gaps and opportunities across different scorecard dimensions.

4 Strategic Planning

There is now a good opportunity to look at strategic planning for movement building. Our Social Change Communications Toolkit (in development) includes a more detailed section on this (please get in touch if you would like to receive updates on this product).

The key stages include addressing the following questions, through participatory discussion

- What is your collective vision of what the social movement to end FGM should look like in your country?

- Over what time period can we commit to working together to achieve this? (1 year? Five years?)

- Which dimensions of the social movement require strengthening in order to achieve this vision over this time period?

- How? What strategies will we employ to get there?

- Who? Who else do we need to bring on board to achieve this? Who will do what?

- Where? What will be the geographic focus? National? County or State-level?

- When? Draw up a timeline of key milestones.

Table 1: Social Movement Scorecard

Dimension	Variables	Questions to consider when assessing the dimension	Responses/justification	Scores (1–10)[1] (by Consensus)
1. Public awareness about FGM and its implications on the lives of women and girls	• Extent to which community accepts the issue exists, or justifies it in terms of culture, way of life, religion etc. • Levels of motivation to act to address the issue • Whether leaders avoid speaking against FGM	• Does the community/leaders/accept the practice exists, and are they aware of its implications? • Are there efforts to address the issue? • Do leaders speak openly against FGM without fear?		
2. Strong grassroots base for the movement	• A strong, grassroots membership base who are active and committed to the issue of ending FGM over time, and who see themselves as part of the END FGM movement • Wide-ranging support for the movement from across different age groups and sections of society (e.g. across different political parties, the media, traditional/religious bodies, private sector, education/health systems, non-governmental etc.)	• Has there been an increase in # of grassroots organisations engaging in the issue? • Are diverse populations included in the movement? • Are diverse perspectives included in the movement? • Is the movement leadership recognised by community and political leaders?		
3. Leadership	• Many potential young (female, male) leaders • Diversity of leadership • Collaborative leadership approach	• Have youth leaders emerged in the country? If so, are they part of the anti-FGM movement? • How diverse is the leadership? (youth, community elders, women leaders, political leaders) • Do the leaders adopt a collaborative approach?		

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[1] Scale of 1 to 10, where 10 is best.

Dimension	Variables	Questions to consider when assessing the dimension	Responses/justification	Scores (1–10)[1] (by Consensus)
4. Growing Network (Alliances)	• Strong collaboration among end FGM organisations • Engagement and support from wide range of social justice groups • Groups working to end FGM present in key strategic spaces e.g. MoH, religious leadership, community leadership etc. • Grassroots and national organisations have mechanisms for building wider alliances (e.g. globally, with the media, with diaspora groups), including amplifying and representing their work to wider platforms, and for learning about developments on the global/regional stage	• Increased collaboration among end FGM organisations – has the number, breadth and capacity of alliances strengthened? • Is there trust between alliance members? • Is there increased engagement and support from a wider range of social justice groups? • # of end FGM groups present in key strategic spaces • Do movement organisations share resources e.g. communication materials, research findings etc.? • Is there a movement-building relationship with other movements – both within and beyond national/sub-national boundaries?		
5. Collective agenda/vision and ideas	• Joint strategy developed and implemented • Agreement among end FGM groups on problem analysis, objectives, and various actions that can be taken to solve the problem	• Is there a process for developing and implementing a joint strategy? • Is there agreement among end FGM groups on problem analysis, objectives and various actions that can be taken to solve the problem? • Is the vision widely shared among the public and political leaders?		
6. Use of multiple strategies	• A wide range of actions conducted to end FGM agenda (prevention, protection, provision of services etc.)	• Increase in type, number, and scale of actions conducted towards ending FGM		
7. Movement infrastructure	Are there strong organisation(s)/structures who: • Ensure a high level of coordination across the movement for end FGM activities (e.g., public mobilisation, awareness-building, advocacy, litigation, policy research, etc.)	• Is there increased coordination for different activities? • Are there strong convening body/ies or organisation(s)? • Level of recognition by the state/or members		

Dimension	Variables	Questions to consider when assessing the dimension	Responses/justification	Scores (1–10)[1] (by Consensus)
	• Bring groups together to collectively plan, strategise and work together across levels, issues, organisations, and communities • Create opportunities for convening, peer learning, and joint planning • Create and manage effective decision-making structures, advocacy capacity, and communications systems • Mobilise resources and funding to support movement • Strengthen end FGM groups	• Frequency of communication, and frequency of meetings • Opportunities for peer learning, joint planning, implementation, monitoring and evaluation • Is there collaborative fundraising and sharing of resources (financial and technical)?		
8. Youth movement	• Youth representation in key strategic spaces • Youth-led organisations are active actors in the movement	• Is there increase in youth involvement in key strategic spaces? • What is the approximate # of youth led organisations who are active in the movement? • What role do young people play in the movement?		
			TOTAL	

The total score can then be compared to Table 2, below, which suggests the movement stage that the score corresponds to (though participants are free to discuss and disagree with this conclusion).

Table 2: Social Movement Stages

Total Dimension Scores	0-14	15- 34	35 - 54	55- 74	>75
Social Movement Stages	Pre-emergent	Emerging	Coalescence	Bureaucratisation /Institutionalisation	Positive Decline

Next Steps

✓ Type up the notes or transcripts from the group discussions.

✓ Write up a brief report summarising findings to share with participants and other key stakeholders, including:

- Summary of scores (in a graph/table) and the rationale for each score

- Analysis of overarching emerging themes

- Agreed next steps

✓ Ensure you save a list of participants internally (names, designations, organisations). This is particularly important if you are going to repeat the exercise in future, to ensure you get a similar profile of participants over time.

✓ You may wish to consider further validation of the results. We recognise that the scorecard is essentially a qualitative method, as the focus group size is not large enough to provide a representative and generalisable result. Further validation could include:

- Asking a larger number of people to score the dimensions, e.g. via an online survey

- Triangulating the findings with a broader range of stakeholders and key informants

- Repeating the exercise with numerous different groups, across a broader geographic area

Other resources

REPLACE Approach Toolkit and Community Handbook.

This is an approach to ending FGM in the European Union. The authors developed a 'community readiness to end FGM' tool, to assess the stage of a community in relation to ending FGM. This is a comparable tool to the social movement scorecard, for application at community level. www.replacefgm2.eu/toolkit

Global Fund for Women have pioneered the Movement Capacity Assessment Tool.

Visit their website to learn more, and sign up for updates. www.globalfundforwomen.org/mcat/#.W0XuEi2ZMWp

How to Start a Movement Ted Talk.

This short video is a useful tool to explain movement-building to people in an entertaining and memorable way. www.ted.com/talks/derek_sivers_how_to_start_a_movement?language=en

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