

OUR ROLE IN THE REPARATIONS ECOSYSTEM: A FIELD CATALYST

Field catalysts sit at the crossroads of a movement ecosystem. With the opportunity to survey a complex field from above, they can identify the gaps – where resources and assistance are most needed. Field catalysts then deploy a wide range of capabilities to help fill those gaps, like technical assistance for movement organizations, research, and fundraising. Often, they lead field-wide coordination efforts that promote collaboration and alignment around shared goals.

Liberation Ventures aims to serve the movement as a field catalyst, helping to unlock the field's full potential and achieve our collective goal: comprehensive federal reparations.

Read more about the role of field catalysts from the <u>Stanford Social Innovation</u> <u>Review</u> and <u>The Bridgespan Group</u>

KEY FUNCTIONS OF FIELD CATALYSTS



Clearly define the problem and mobilize stakeholders around a measurable vision
Field catalysts study the wider problem and ultimately define a vision that is "bold enough for stakeholders to rally around, yet specific enough to make a measurable difference."



Elevate partners, not themselves

Field catalysts tend not to seek the spotlight for themselves, as this can threaten their position as a supporter of the entire field. Instead, they uplift partners and their work wherever possible - keeping attention on the issue at hand.



Delineate the ecosystem of key players & strengthen connections
Field catalysts study the landscape of funders, nonprofits, academics, governments, corporations, and other institutions that play a role in the space to understand progress toward promising solutions, facilitate connections, and build community.



Develop a shared roadmap for change
Field catalysts bring together a wide range of organizations to articulate a shared vision and the intermediate steps required to achieve that vision. The collaborative process strengthens the end product and builds buy-in from the field.



Build the tools that shift incentives and practices

Field catalysts ask what information, resources, and tools the movement is asking for, and then build them. Critically, these are made accessible to and adaptable by anyone in the field, allowing organizations to use them to their own needs.



Translate knowledge across contexts

Field catalysts facilitate knowledge sharing across contexts and geographies; over time, they come to serve an advisory or even founding role in new campaigns and initiatives

Source: Stanford Social Innovation Review

LESSONS FROM OTHER FIELD CATALYSTS

FLEXIBLE ROLES MEET EVOLVING NEEDS

As movement ecosystems evolve, new needs emerge – often suddenly. Field catalysts are well positioned to both identify these needs and address them by multiple means: conducting research, bringing in new partners, building new tools, helping to educate the public, coordinating new funding, supporting policy advocacy, and providing technical support.

COORDINATING FUNDING FACILITATES ABUNDANCE

Movement organizations often compete for scarce philanthropic resources. Field catalysts can be instrumental in flipping this dynamic. First, they can help coordinate funders to give in complementary ways. Second, they expand the pool of available dollars by appealing to a wide range of new funders, with the added impact of strengthening the perception of the movement as a formal, collective endeavor rather than separate, disparate projects.

PRACTICAL EXPERTISE IS CRITICAL

Movement organizations and local campaigns, especially nascent ones, benefit immensely from advice from leaders with both practical knowledge and a deep understanding of the movement's context. Especially as local and state efforts proliferate, knowledge sharing is critical to enable a movement to learn from its past mistakes, and translate learnings from one context into another.

IMPLICATIONS FOR LV

DON'T WAIT; PARTNER AND ACT

When we perceive a gap – knowledge, resource, relationship, or otherwise – work with the most relevant organizations to design the solution rather than assume someone else will solve the problem.

ALIGN FUNDERS ON A SHARED PLAN

We are positioned to synthesize and codify perspectives from movement leaders on the pathway to achieving reparations, and to share that thinking with new funders to inform and expand their giving.

BUILD OUR ASSISTANCE CAPACITY

As the movement's political and advocacy strategy become more defined, we can resource a group of advisors who can provide targeted assistance to new endeavors.

CASE STUDIES



FREEDOM TO MARRY (FTM): COORDINATING THE MARRIAGE EQUALITY MOVEMENT

Early stages

Marriage is still peripheral in the

advocacy groups start to believe

Federal Defense of

Marriage Act (DOMA)

allows states to ban

same-sex marriage

1996

queer rights movement; with

that marriage presents a path

forward but are skeptical as

backlash ensues.

legalizes same-sex

initiative reverses

1993

marriage; 1998 ballot

Hawaii Supreme Court

the Hawaii victory, leading

Evolution of the movement & field catalyst

Key moments

Lessons on the role of the field catalyst

How LV will apply the lesson

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LV will bring together funders around a shared strategy – one developed by movement leaders

Without a field catalyst to coordinate

momentum, funders were hesitant to

and a sense that there was limited

commit significant resources

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LV will tell a unified story about the movement's wins, losses, and trajectory, helping funders grapple with the ups and downs of social movements while remaining committed

Coordination & growing pains

Freedom to Marry drives the movement toward a shared strategy of investing heavily in state-level campaigns and public education before pursuing federal victories. Funders and advocacy groups refine and coalesce around the plan as part of the Civil Marriage Collaborative, which goes on to deploy \$153 million over the following 10 years.

Freedom to Marry founded; Civil Marriage Collaborative launched to coordinate funders and advocacy groups

1 2001-4

Massachusetts legalizes same-sex marriage, but 10 states ban it; marriage bans win in liberal states, including CA and NY

2004-9

Reset & rise

Freedom to Marry supports intensive, expensive state campaigns in setting up infrastructure, messaging, and fundraising, sharing insights across the efforts

中2012

2015

FTM invests heavily and advises 4 select state marriage campaigns; they all win

FTM launches "Why Marriage Matters", a national education campaign rooted in research

The Supreme Court, in the face of rapidly growing public support, guarantees marriage equality

In this case, a more assertive field catalyst was essential. FTM pushed state campaigns to leverage the research-based materials they'd developed and withheld funding when they felt victory was unattainable.

A field catalyst can help a movement bounce back from losses. The Collaborative's funders, rather than exit following multiple defeats, worked with FTM to reset their strategy.

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LV will build and deploy research-based tools and will advise local campaigns; but, we won't be as prescriptive about tactics, given the wider variation in the goals, demands, and leaders of different campaigns

Sources: OpenPhilanthropy, Freedom to Marry, Human Rights Watch, The Guardian, ,

CAMPAIGN FOR TOBACCO-FREE KIDS (CTFK): DEPLOYING RESOURCES AND ASSISTANCE AT SCALE

Evolution of the movement

Key moments

Lessons on the role of the field catalyst

apply the lesson

Early success and reversal

Federal reports and subsequent advocacy make gains in educating the public about the harms of smoking, leading to major wins: smoke-free spaces, warnings, and advertising bans.¹ But, declining cigarette prices drive new a resurgence.²

Surgeon general releases report on the dangers of smoking³

1964

Teen smoking rises from 27% to 37%⁴

1990

Support at every level

The Robert Wood Johnson Foundation founds the Campaign for Tobacco-Free Kids alongside a small group of funders. CTFK quickly emerges to play several roles: providing technical assistance to state and local coalitions working on priority policy goals; launching a faith-based organizing campaign; and conductive aggressive communications

The Campaign for Tobacco-Free Kids founded, bringing in multiple funders

prevention budgets⁵

The average cigarette tax increases by

\$1.14; national youth campaign against

smoking; helped win increases in state

1995

Early funder coordination can give the impression of a more established campaign, driving additional interest and making it easier to fundraise

Continued victories

CTFK continues to bring in a wide range of new funders (e.g., the Gates Foundation, Bloomberg Philanthropies, etc.) and expands their coalitionbuilding work, bringing new levels of funding to state campaigns, national education, and federal advocacv

State and federal policy wins accumulate: more bans, taxes. and restrictions⁶

12007-22

PARTNERS bipartisan coalition secures FDA regulation of tobacco products⁵

From 1995, an 84% decrease in youth smoking and millions of lives saved¹

2022

In this case, CTFK was more publicly visible than other field catalysts. While still providing significant support for others, CTFK became a national voice and brand for youth tobacco control.

How I V will



LV will learn from the long history of the reparations movement to inform the tools and tactics supported

Even in more established movement

organize and bring forward learning in

spaces, field catalysts can help



LV will bring funders and organizations together early to set shared strategy and create space for further learning



LV will explore different levels of involvement in new campaigns while intentionally creating space for experienced movement leaders

1 Campaign for Tobacco-Free Kids 2 NBER 3 Department of Health and Human Services 4 SSIR 5 RWJF 6 CTFK 2014 Annual Report

periods of instability