

Social Network Analysis (SNA) Research Tool for Measuring Movement Growth

How to use this tool: This tool provides an indicator framework that can be used to construct a social network analysis (SNA) survey for helping hotspots assess their movement work. It is recommended to review this tool briefly when considering SNA research, and in more depth once a decision to conduct SNA has been made. While measuring movement activity is not an exact science and movement growth is notoriously non-linear, the tool has been designed to roughly assess whether movements fall in an "emerging," "growing," or "rooted" stage. To ensure a balanced assessment, each survey should include at least one domain (column B) per category (column A) across all three sections, and three domains in the Relationship Purpose category (as well as an optional Other). The three sections (shared purpose, networked relationships and inclusive approach) correspond to the fixed dimensions of Freedom Fund's movement measurement work. Any decision to include more than one domain per category should involve a discussion between the hotspot and evaluation team to assess tradeoffs and priorities such as mitigating survey fatigue and prioritizing what is most important to know, which insights require survey questions, and which can be assessed from software analysis metrics. In addition to the fixed movement dimensions, each hotspot can include up to three flexible dimensions for measurement, that they identify, if time and resources permit. Depending on the flexible dimension chosen, additional questions may need to be added to the survey. Contact FF's research and evaluation team for additional guidance, including on how to choose flexible dimensions. Preparing for your social network analysis: Before conducting the social network analysis, preparatory work is required to ensure the network being mapped is meaningful, appropriately bounded, and safe to assess. This includes clarifying the purpose and scope of the network, agreeing on key definitions (such as what constitutes collaboration, leadership, or support), and adapting survey questions to the local context. A critical part of this pre-work involves developing initial lists of participants to seed the analysis, which often requires drawing on multiple sources of knowledge, including existing partner lists, local expertise, and recommendations from trusted actors. Care must be taken to balance inclusivity with feasibility, recognizing that no initial list is complete and that the network will be expanded through participant nominations. This preparation helps ensure the resulting network map reflects real relationships and supports meaningful interpretation and learning.									
Context-specific adaptations: In some cases, and particularly to accommodate people with limited education or literacy, including survivors, the wording of survey questions may need to be translated, simplified, or adjusted. Care should be taken in translation of terms such as emotional support, to ensure not only accuracy of terms but cultural sensitivity and relevance. Context-specific definitions on terms like "identity" or "survivorship" may be necessary. Provisions may also need to be in place to support individuals in completing the survey, such as offering accompaniment, or alternative formats, and facilitating internet access for online forms, while ensuring confidentiality and voluntary participation. Additionally, note that each survey will start with context specific demographic questions though basics include identifiers for the individual and their organization (if applicable), their location, and the sector within which they work in the movement.					This radar graph depicts how the SNA tool can be used to score movement's evolution through different stages of growth (emerging, growing, rooted) over time, and across different dimensions.				
Category	Domain	Emerging Movement Indicator	Growing Movement Indicator	Rooted Movement Indicator	Suggested Questions		Additional Notes		
Understanding Purpose	Clarity (and alignment) of purpose	Participants understand the problem but not what the movement is "for;" the movement knows what it opposes more than what it is building. Convergence on the root cause of the shared problem.	The movement has moved beyond pure opposition and is defining its "for."	The movement can articulate its north star in ways— shared language, slogans, or frameworks— that guide both messaging and strategy.	The problem(s) this movement is trying to address is/are []. (O or Don't Know) Some movements may stand for fair working conditions, some for equal rights for minorities, this movement stands for []. (O or Don't Know) This movement hopes to achieve a clear and shared goal, which can be described as []. (O or Don't Know)		Code for alignment across both problem definition and goals, as well as language used to describe them.		
	(Alignment of) vision for systems change	Participants want to see some tangible changes like policy or resource flows.	Participants want to see some tangible changes (e.g. policy and resource flows) and some intangible ones (e.g. awareness).	Participants want to see a comprehensive reform of society's approach to the problem, including widespread tangible and intangible changes.	The movement has a vision of a world where []. (O) Please pick the response that best reflects your understanding of participants' vision for the movement: (M) >Participants primarily seek tangible changes, such as shifts in policy, laws, or resource flows. >Participants seek both tangible changes (e.g., policy, resource flows) and some intangible changes (e.g., awareness or public understanding). >Participants seek a comprehensive reform of society's approach to the problem, including tangible outcomes (e.g., policies, resource flows) and deeper intangible shifts (e.g., attitudes, behaviors, and social norms). >Don't Know/NA		Code for 1) Inclusion of systems change elements; 2) Qualitative alignment of visions; 3) Alignment of language used to describe visions.		
Energy behind Purpose	Motivation	Participation is often self-motivated and voluntary, regardless of compensation.	Continue to be self-motivated, voluntary participation regardless of compensation. Movement starting to open to new members.	Voluntary participation and membership above and beyond funding or project-related incentives.	What motivates you to be a part of this movement? (O) Is your participation voluntary? (D) What sacrifices, if any, are you willing to make to contribute to the movement? (O)		Code for: 1. Source of motivation - Personal experience - Relationships - Collective purpose - Stewardship / legacy 2. Conditions of participation - Conditional ("when I have time," "when funded") - Normative ("because it matters") - Unconditional ("regardless of resources") 3. Nature of sacrifice - Occasional vs sustained - Low-cost vs high-cost - Individual vs collective		
	Agency	Participants primarily engage through actions designed by a small group of leaders, with limited influence over decisions made.	Participants increasingly shape activities through feedback, co-design of campaigns, working groups, or shared decision-making processes.	Participants operate as a recognized, sustained movement with both informal and formal roles for collective action that extends beyond individual projects or actors.	Please pick the response that best describes your experience of commitment to the movement (M): > I have recently decided to commit time and energy to the movement. > I work with others on shared priorities for the movement. > Many people I know demonstrate their commitment to the movement through both formal and informal roles. >Don't Know/NA				
	Commitment	Participants have decided that they aim to actively work together to be or become some sort of movement.	Participants are actively working together around shared priorities.	PP					
Purpose driving collective actions	Identity	Early efforts to define collective identity for the movement are founded in grievance or experience of injustice.	Stronger, articulated shared identity, grounded increasingly in collective purpose.	Participants define identity not only through their collective purpose but as stewards of the ideas and actions of the movement.	I feel like a part of this movement. (D) Please pick the response that best reflects why you belong to the movement: (M) > Because there are others in it that have been affected by the same issues I have. >Because the movement has many different types of people but we have a common goal. > Because I feel a responsibility to help carry forward the movement's beliefs and stories for those who will join in the future. >Don't Know/NA				
	Actions	Evidence of some collective activities, planned or spontaneous (e.g., joint campaigns, protests, boycotts) outside of contracted activities with FF. May still be limited or informal.	Evidence of repeated planned or spontaneous collective activities, though roles, processes, or structures may still be emerging.	Coordinated, strategic collective actions recognised by stakeholders outside the movement. Joint decision-making or shared activities with allies.	Do you participate in joint actions with others to move forward the work of the movement? (D) How regularly do you, or others like you, participate in joint actions with others to further the work of the movement? (M) Please indicate the degree to which you agree with this statement: "The joint activities I participate in are well known to others outside the movement." (L) Please describe up to three of the kind of joint actions you participate in? (O)				
NETWORKED RELATIONSHIPS (Green indicates indicators from the FF Movement building (MB) measurement: Proposed framework)									
Relationship Status	Number of people involved in network (mandatory)	Baseline count.	Midline count.	Endline count.					
	Know (mandatory)	Relationships limited to a small number of individuals or organisations, typically within the same locality or immediate circle.	Relationships extend to multiple actors or groups beyond one's immediate circle, including those in other locations or playing different roles.	Widespread relationships with multiple actors in varied roles and in hubs across the movement, enabling navigation, referral, and coordination at various levels.	Select all movement actors you know of that are working in ending modern slavery. (M)List three movement actors that you know that are not listed in this survey but would be important to include. [Person and organization] (O - Write in)				
	Frequency of interactions	Only meeting infrequently	Meeting with increasing frequency.	Meeting frequently.	How frequently are you in contact, whether virtually or in-person, with each of the following people [based on list provided]. (O) 1-2 times a week 1-2 times a month 1-2 times a year				
Relationship Purpose	See Row 21-27				How have you interacted with each of the [selected] people? (Select all that apply for each person) (Pick 3 attributes per survey) (M) > We have offered emotional support or encouragement to each other. [Look for emotional support] > We have exchanged information or ideas with each other. [Communicate with and share information] > We look to them for guidance and direction [Look to for leadership] > We have partnered or collaborated on a specific project/s or issue. [Collaborate with] > We share best practices and hold spaces to learn from each other [Learn from] > We have exchanged resources with each other (such as money, materials or physical space). [Share resources]				
	Look to for emotional support	Emotional support (e.g. encouragement, empathy, mutual care) exchanged through personal relationships.	Emotional support is more widely available through movement relationships, with growing norms of mutual care and spaces to express said support.	Emotional support is an established feature of the movement, reinforced by shared norms, practices, and trusted spaces that sustain members through conflict, risk, and burnout.	In what ways do people within the movement support each other emotionally? (O) Please pick the response that best describes your experience of emotional support within the movement (M): > I receive emotional support from one or two people connected to the movement. > I can rely on emotional support from several people in the movement, especially when challenges arise. > Emotional				
Relationship Purpose	Communicate/share information with	Awareness of each other's work, with some ad-hoc information and resource sharing.	Information sharing through emerging shared channels, enabling coordination across parts of the movement.	Timely, accessible information flows widely across the movement through trusted channels, supporting coordination, learning, and movement-wide decision-making.	How is information shared within the movement (e.g., through meetings or Whatsapp groups)? (O) Please pick the response that best describes your experience of communication and information sharing within the movement (M): >I exchange information with a few people in the movement. > I exchange information with people in some parts of the movement, especially when coordination is needed. > Many people exchange information and coordinate action across multiple parts of the movement. >Don't Know/NA				
	Look to for leadership	People primarily look to familiar or locally trusted individuals for guidance.	People increasingly look to a small number of widely recognized individuals or groups for direction, alongside local leaders.	People consistently look to established leadership roles or bodies for direction, while recognizing multiple legitimate leaders across the movement.	Please pick the response that best describes your experience of leadership or guidance within the movement (M): > I mainly look to people I know and trust locally for leadership or guidance. > I look to a small number of well-known people or groups for leadership or guidance, along with local leaders. > There are many people in different parts of the movement that myself and others can look to for leadership and guidance. >Don't Know/NA				
	Collaborate with	Initial outreach to individuals, allies and networks beyond core FF projects or partners, with limited or episodic engagement.	More active collaboration with individuals, allies/networks beyond core FF projects/partners.	Deep cross-sectoral relationships and collaborations locally, regionally and/or nationally, within a broader movement ecosystem.	In what ways do you collaborate with people within the movement? (O) Please pick the response that best describes your experience of collaboration within the movement (M): > I mainly work with people associated with [initiative name] but occasionally reach out to others in the movement beyond them. > I actively collaborate with many people in the movement that don't work with [initiative name]. > People in the movement actively collaborate with many people working outside of [initiative name], in different regions and sometimes different movements. >Don't Know/NA				

	Learn from	Learning happens through ad-hoc exchange among participants (e.g., “what worked for us” conversations).	The movement intentionally supports both ad-hoc and planned learning opportunities, e.g. connecting subject matter experts, shared trainings, learning circles, or knowledge repositories.	The movement uses many types of learning opportunities to involve a wide range of participants in helping the movement learn and evolve.	From whom does your organisation learn within the movement, and how does this learning typically happen? (O) Please choose the option that best describes learning within your organisation and across the movement (M): >Learning happens mainly through ad-hoc exchange among participants (e.g., informal “what worked for us” conversations). >The movement intentionally supports both ad-hoc and planned learning opportunities (e.g., connecting subject matter experts, shared trainings, learning circles, or knowledge repositories). >The movement uses a variety of learning opportunities to actively involve a wide range of participants in helping the movement learn, adapt, and evolve. >Don't Know/NA
	Share resources with (monetary and non-monetary, tangible and intangible)	Informal sharing of resources between individuals or organizations.	Intentional and formalized sharing of resources among participants, with emerging norms and some formal agreements around resource sharing.	Reliable resource sharing embedded in the movement's way of working, supported by shared norms and informal and formal agreements.	In what ways do you share resources (such as money, supplies) with others within the movement? (O) Please pick the response that best describes your experience of sharing resources within the movement (M): >I share resources with individuals or organizations that I know personally. >I share resources with others in the movement and have made some commitments to keep doing so. >Many people I know share resources within the movement and there is an expectation that everyone must share something. >Don't Know/NA
	Other (Can assess a flexible dimension)				
Relationship Attributes	Formality	Informal relationship between its members.	Relationships that are increasingly formalized in charters and institutional roles that support coordination beyond personal ties.	Selective formalized role-based relationships are present throughout the movement alongside informal relationships, providing stability and legitimacy.	How formal are relationships in this movement? Please select the response that best describes your experience (M): > Relationships are mostly informal and based on personal connections. > Some relationships are becoming formalized through roles, charters, or coordination structures. > Formalized, role-based relationships are widely present alongside informal ones, helping people to recognize and trust the movement. >Don't Know/NA
	Cross-sector interactions	~.10–.25 Most ties are within the same sector.	~.25–.45 Cross-sector ties are becoming more common.	~.45–.65+ Cross-sector collaboration is routine.	
Software Analysis Metrics (evaluators only)	Number of survivors/people with lived experience/directly affected involved	No or a few survivors/people with lived experience/directly affected.	A small group of survivors.	20% (or appropriate target for movement) are survivors.	
	Number of survivors in core of the network	No identifiable survivors	A small group of survivors	10% (or appropriate target for movement) of the core are survivors.	
	Network density	~15% or lower	~15-30%	30-50%	
	Degree centrality	~.45–.60 High concentration of connections	~.25–.45 Connections are spreading across the network	~.10–.25 Broadly distributed connectivity	
	Closeness centrality	~.25–.35	~.35–.50	~.50–.65+	
	Betweenness centrality	~.4-.5 Higher more centralized	~.25-.35 (more bridging/redundancy)	~.2 Lower/more decentralized	
	Clustering/community detection	Clusters of local programs not connected except through national leadership	Clusters of local programs loosely connected	Clusters of local programs well connected	
	Reach (two step out)	~.20–.40 Two-step reach is limited to local clusters	~.40–.65 Bridges between clusters are forming	~.65–.85+ Two-step reach is high for most actors	
	In-degree centrality	~.35–.50+ One or two actors with high indegree	~.15–.35 Several actors with moderate indegree	~.10–.25 Multiple actors with lower but meaningful indegree	
	Cross-sector interactions	~.10–.25 Most ties are within the same sector	~.25–.45 Cross-sector ties are becoming more common	~.45–.65+ Cross-sector collaboration is routine	
INCLUSIVE APPROACH (Green indicates indicators from the FF Movement building (MB) measurement: Proposed framework)					
Diversity	Diverse identities	Some acknowledgement of diverse identities (e.g. gender, caste, role, status).	More intentional inclusion efforts (e.g. ensuring diverse representation).	Deep commitment towards inclusion demonstrated in practice. Diverse leadership and alliance-building across identities.	Please pick the response that best describes your experience of how people of different identities are included within the movement (M): >I see some acknowledgement of the importance of different identities in the movement (such as gender, caste, role, or status). >Movement actors make some efforts to include people from different identities so that there is a good mix in decision-making processes. >Movement actors regularly make many efforts to include people with different identities in leadership, decision-making, and alliances. >Don't Know/NA
	Diverse areas of (group) operation	The movement includes groups operating primarily at one level (e.g., grassroots or local).	The movement includes groups operating at multiple levels (e.g., grassroots and regional or national).	The movement includes groups operating across grassroots, regional, national, and/or transnational levels.	Please select the response that best describes how much the movement includes groups operating at different levels (M): The movement includes groups operating primarily at one level (e.g., grassroots or local), with limited participation from groups at other levels. >The movement includes groups operating at multiple levels (e.g., grassroots and regional or national). >The movement includes groups operating across grassroots, regional, national, and/or transnational levels. >Don't Know/NA
Survivor/ Marginalized inclusion	Survivors/ Most impacted included* *Not applicable across all movements	*Some participation by impacted communities and survivors is limited or negligible.	*Early recognition of lived experience. *For movements that are not rooted in impacted communities, evidence of intentional efforts to include opinions of impacted groups.	*Survivors and impacted communities are embedded deeply into the network, meaningfully and consistently shaping the movement's direction, priorities, and decision-making.	Please select the response that best describes how survivors or people most impacted are included within the movement: (M) >Participation by survivors or those most impacted is limited or not clearly visible in the movement. >The movement recognizes the importance of lived experience and makes intentional efforts to seek input from survivors or those most impacted. >People with lived experience or those most impacted play a central role in decision-making, or as leaders within the movement. >Don't Know/NA
	Survivor/Most impacted-led*	The movement realizes the need to bring survivors/those most impacted into leadership roles.	Those most impacted hold meaningful leadership roles with some influence over decision making and strategy.	*Leadership by those most impacted is embedded in decision making and movement's strategy.	Please select the response that best describes how survivors or people with lived experience are included within the movement: (M) >The movement recognizes the importance of bringing survivors/those most impacted into leadership roles, but they do not yet hold leadership positions. >Some survivors/those most impacted hold leadership roles and have some influence over decision making and strategy. >Leadership by survivors/those most impacted is embedded in decision making and the movement's strategy. >Don't Know/NA
	Shifting power	Participants acknowledge inequitable power dynamics within the movement and begin discussing the need to shift more power to survivors/most impacted.	More resources, authority, and respect allocated to survivors and/or marginalized participants within the movement, though power may still be unevenly distributed.	Strong commitment to power-shifting practices, inclusive of resources directed to and regular formalized leadership roles for survivors and/or the marginalized.	Please pick the response that best describes your experience of how power is shared in the movement (M): >Movement actors are aware that there are unequal power structures, and that it is important to address these within the movement. >I have seen or heard some movement actors consult and/or give more authority, respect, and resources to survivors and/or those most affected. >I have seen or heard many movement actors regularly giving more more authority, respect, and resources to survivors and/or those most affected.
Inclusion of Power Brokers/Influencers	Inclusion of those in power	Approach to power-holders is mostly symbolic or one-way (e.g., petitions).	The movement combines symbolic actions with targeted and varied outreach or dialogue with power-holders, resulting in some two-way engagement.	The movement engages power-holders through sustained, two-way relationships that shape decisions or practices, while maintaining clear independence and accountability to its base.	Who are some people or organisations that hold significant power (e.g. politicians, community leaders, lawmakers) to help the movement achieve its objectives? (O - Write-in) Please pick the response that best describes your experience of how people with such power are included in the movement (M): >I see movement actors sometimes reach out to people in power. >I see movement actors sometimes reach out to people in power and they also sometimes reach out to the movement. >I see movement actors have ongoing two-way interactions with people in power and those people in power have followed through on commitments they've made to the movement
	Inclusion of those with influence	The movement receives sporadic attention from those with influence. They share movement messages occasionally or informally.	The movement receives regular attention from those with influence. It uses media platforms strategically to amplify specific actions.	The movement has strong connections to those with platforms and/or the ability to influence large or critical audiences. Influencers are embedded in the movement.	Who are some people or organisations that have significant influence to help the movement achieve its objectives (e.g., media, celebrities, cultural leaders)? (O - Write-in) Please pick the response that best describes your experience of how people with influence are included in the movement (M): >I see the movement receiving occasional attention from people with influence. >I see the movement receiving regular attention from people with influence and from media. >I see the movement having strong, ongoing connections with people who have influence and/or media platforms, and who are embedded in the movement.
Software Analysis Metrics (evaluators only)	Can include filtering by inclusion group type to assess metrics like degree or closeness centrality, counting isolates, or filtering by tags, e.g. "leadership roles"	TBD	TBD	TBD	>People with lived experience or those most impacted play a central role in decision-making, or as leaders within the movement.