



SOCIAL POLICY RESEARCH
ASSOCIATES

Evaluation of the NoVo Move to End Violence Initiative

Cohort 1 Mid-Point Report

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Executive Summary

With the completion of Convening 3, Cohort 1 has reached the mid-point of its MEV journey. Building on the feedback gathered in 2011 for the Baseline Evaluation Report, the goal of this Mid-Point Report is to present the feedback gathered from Cohort 1 on their experience of Convenings 2 and 3 and the organizational development (OD) work begun last fall.

Convening 2 Feedback and Recommendations. In reflecting on the last two convenings and the interim work, cohort members are able to step back, understand, and appreciate the overall design of the MEV program. Reflecting on the meaning they have derived from their MEV participation, cohort members expressed tremendous appreciation of “the brilliance” of the MEV design. With the passage of time since Convening 2, many were able to point to elements of the leadership training that worked well for them, including the valuable 360-degree feedback and greater consciousness of triggers and ways to cope when triggered. Moreover, cohort members have been practicing courageous conversations with their colleagues and are noticing increased self-confidence and, equally important, greater respect for their leadership style from colleagues within their organizations. A number also talked about the transformational effect of being more grounded in their personal purpose, particularly as it relates to their activist roots.

With hindsight, cohort members praised the exposure to different leadership tools and practices, the opportunity to bond more deeply with their cohort members, and Norma Wong’s teachings that weaved together and helped the cohort to make meaning of their experience. One Convening 2 element that continued to cause dissonance among cohort members was the handling of the trigger exercise demonstration, which was perceived as placing one of their own in a trauma-inducing situation. Cohort members were also mixed in their take-away from the juggling exercise. While some have internalized key messages of risk-taking and questioning the rules to develop innovative solutions, others were troubled by how the debriefing was handled and emphasized other take-aways around modeling equity, inclusion, and supportive leadership. Finally, they urged the Rockwood trainers to think more deeply about the implications of (1) the cohort coming into the training as an established cohort and (2) the connection of the individual leadership training to building movement-level leadership.

Convening 3 Feedback and Recommendations. Cohort members provided overwhelmingly positive feedback on the trip to India, described by many as the experience of a life time. Reflecting on the trip, cohort members described extensively how experiencing Convenings 2 and 3 has sharpened their analysis of the U.S. movement, their definition of the problem, and fresh ways to thinking about solutions as they relate to the “last girl” and “convergence” approaches. Due to the intensive and tiring nature of international travel, cohort members suggested that the two major foci of Convening 3 could have been split up by having a shorter, follow-up convening to allow the cohort time to prepare and get more deeply into essential movement dialogues and to begin to think about developing a strategic, campaign. The feedback and reflections on Convenings 2 and 3 suggested that cohort members are at a point of readiness to engage in OD work. For instance, one cohort member stated, “The Rockwood Leadership Institute really carved out the room to set the stage for the OD work.” In addition, the cohort members are ready to intensify their roles and deeply engage each other in the visioning, social change, and movement building work. Finally, cohort members provided mainly positive

feedback on the blogs and communication tools produced to share the key take-aways from the trip to India. The cohort expressed tremendous appreciation for the professionalism and timeliness of the products, which enabled them to immediately share with their staff and allies. Minor suggestions included shorter, more and easily customizable versions of the PowerPoint to adapt to their audiences.

OD Process Feedback and Recommendations. Overall, cohort members had very positive reviews and excitement about the OD planning process to date. While it was challenging for some to engage in such an extensive planning process, including administering and digesting critical CCAT results, the cohort spoke highly of the OD coaching team (ODT). They praised the ODT’s ability to help them make sense of the data, prioritize areas of work, and develop a plan to strengthen their organizational capacity. While the majority of the cohort organizations focused on the fundamentals of building a healthy organization, a number of the proposed OD projects also had clear linkages to larger MEV goals.

Outcomes to Date. The cohort shared numerous outcomes to date at the individual, organizational, cohort, and collaborative levels. These outcomes map closely to six of the outcomes identified in the MEV Logic Model:

- A cluster of leaders committed to working together
- Increased collaborative efforts (and enhanced capacities to build alliances)
- Enhanced awareness of self and social identity
- Adoption of (leadership) models to best advance organizational missions and organizing work
- Increased connection and engagement with allies outside of the U.S. and usage of a global frame for ending VAWG
- Framing of the issue of VAWG in a more holistic, intersectional way

The many outcomes are extensively documented in Section V of the report. Notable outcomes include: increased intergenerational leadership mentoring, responsiveness of co-directors in respecting cohort members’ leadership style in shared organizational leadership models, leveraging of MEV funding from other funders for organizational restructuring and OD work, and extensive informal and formal networking among cohort members. See Attachment A for cohort network maps at three points in time (May 2011, August 2011, and April 2012).

Overarching Themes and Recommendations

In the final section of the report, we present the following key themes and recommendations for the MEV faculty and the NoVo Foundation’s consideration:

Cohort and Faculty Roles and Foundation Expectations
<p><u>Themes</u></p> <ul style="list-style-type: none"> • The cohort feels empowered to assume more leadership responsibilities in MEV. At the same time, some cohort members would like to see further engagement of MEV faculty as strategic thought partners.

- Cohort members expressed strong interest in greater involvement in designing and facilitating essential dialogues.
- Cohort members encourage MEV staff to be more transparent around selection/assignment of cohort members to key workgroups.
- A few cohort members expressed the desire for more cross-exchanges around their OD work. Cohort members are still uncertain as to whether the NoVo Foundation expects them to take on the sex trafficking agenda.

Recommendations

- Recommendation #1: Shift more facilitation responsibility to cohort members and create opportunities for cohort-led sessions and cross-learning and peer exchanges, particularly around the OD work.
- .
- Recommendation #2: Consider engaging faculty as thought partners to the cohort to take their strategic thinking to the next level.
- Recommendation #3: Continue reinforcing the message that the NoVo Foundation is supportive of whatever issues and campaigns the cohort chooses to take on to end violence against women and girls.

Cohort Readiness and Capacities for the Next Phase of Engagement

Themes

- Cohort members reported a wide range of readiness to engage in an MEV campaign.
- There is general agreement that the cohort members need the time and space for further conversations on areas of alignment.
- Tensions exist regarding the need for a pivot in the movement.
- At least three of the cohort members requested more advance notice about topics of discussion so that they can prepare and consult with their organizational colleagues.
- In addition to the need for more in-person essential dialogues, cohort members suggested that MEV create more opportunities for collective processing and dialogue in between convenings.
- The cohort requests that the essential movement conversations be structured within a time and space so that the cohort can bring fresh energy and ideas in a more authentic, organic, and self-facilitated manner.
- The cohort recognizes the need to provide some continuity across convenings (e.g., attention to the issue of pornography).

Recommendations

- Recommendation #4: Set up discussions that allow cohort members to gather their thoughts in advance, check for alignment with their organization (if needed), and creatively use multiple formats for safe and equal sharing (e.g., a combination of paired, small group, large group, and fishbowl discussions).
- Recommendation #5: Create cohort-led, cohort-designed space for MEV participants to complete discussion of topics begun in C2 and C3 and to explore topics and questions that were raised in the Problem Definition paper.
- Recommendation #6: Include the following key topics in the essential movement dialogue, as suggested by cohort members: (1) criminal justice/legal approach; (2) community organizing; (3) gender analysis; and (4) intersectional analysis
- Recommendation #7: Ensure that the training and skill building in Convenings 4 and 5 include a focus on advocacy capacity areas that the A-CCAT data suggest need attention. Areas for strengthening include:

(1) Technical: database, general staffing level, policy issue and theory knowledge, media skills, policy and advocacy program skills; (2) Leadership Capacity: advocacy board leadership; (3) Management Capacity: policy and advocacy staff roles and management, policy and advocacy management systems, staff coordination, policy and advocacy resource management; (4) Adaptive Capacity: funding flexibility, measuring policy/advocacy progress. For social change/advocacy capacity areas that cohort organizations show strength, capitalize on peer exchange techniques for learning.

Big Picture Communications with the Cohort and Further Work

Themes

- Cohort members are asking critical questions about the 10-year movement building trajectory.
- One cohort member suggested doing a mapping of political power and resource flow as well as innovations, tensions, influence, and connections within the movement.
- The cohort's sharing of outreach to funders and A-CCAT results suggest some potential areas for attention within the funder engagement strategy.

Recommendations

- Recommendation #8: Share the 10-year movement building architecture with the cohort so that they have a better understanding of where the MEV Program is heading and how MEV is planning to engage others in the movement.
- Recommendation #9: Engage the entire cohort in doing a collective mapping of political power, resource flows, collaborations, innovations, tensions, influence, and connections in the movement.
- Recommendation #10: Expand the Funder Engagement Strategy to take into account:
 - ~ *The cohort's outreach and connections to funders who have expressed great interest in MEV.*
 - ~ *The cohort's need to find funders who are flexible enough to allow them to shift resources as needed to adapt to changes in the policy/advocacy environment.*

Cohort 2 Selection Recommendations and Alumni Engagement

Themes

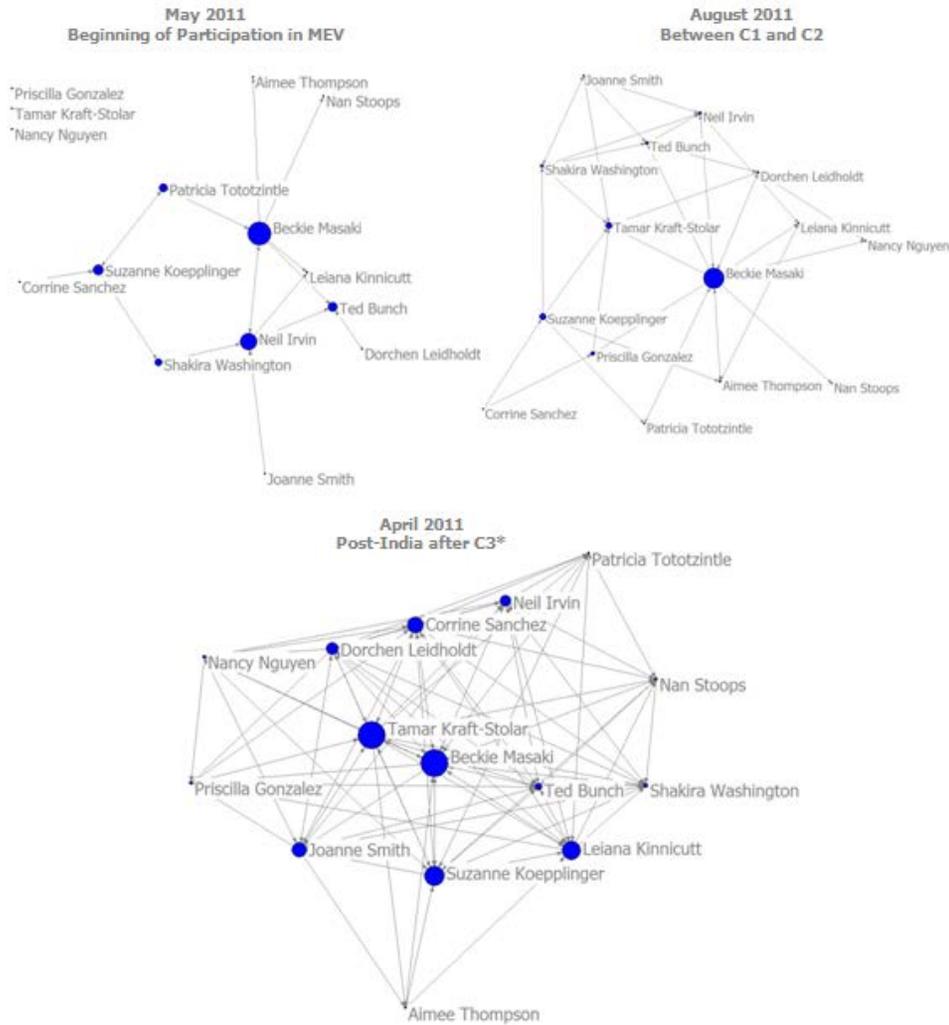
- Cohort members have suggestions for key characteristics of the next cohort, including selection of more young people into the next cohort, more risk takers, non-EDs, multiple individuals from the same organization, smaller organizations grounded in communities, networkers, and systems change experts. They also recommend maintaining the number of cohort members and number of men similar to the cohort
- Cohort members are highly interested in connecting to Cohort 2.
- Cohort members have expressed interest in how they are connecting to each other and have concerns about how they will stay connected together once their cohort time together ends.

Recommendations

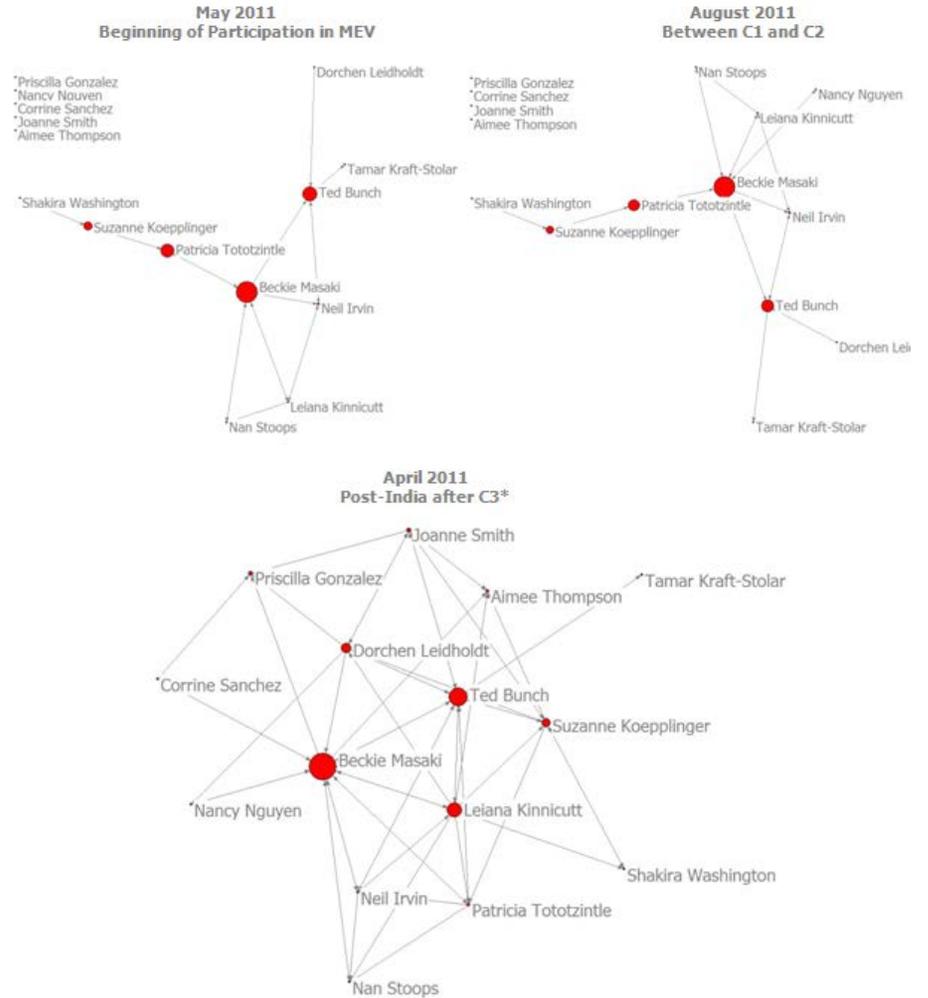
- Recommendation #11: Make more transparent the ways that cohort members are connecting and sharing with each other and develop mechanisms and structures for ongoing contact and collaboration once Cohort 1 officially ends in December 2012.

Attachment A

Expansion of Informal Exchanges Year 1: Beginning through Post-India



Expansion of Formal Collaboration Year 1: Beginning through Post-India



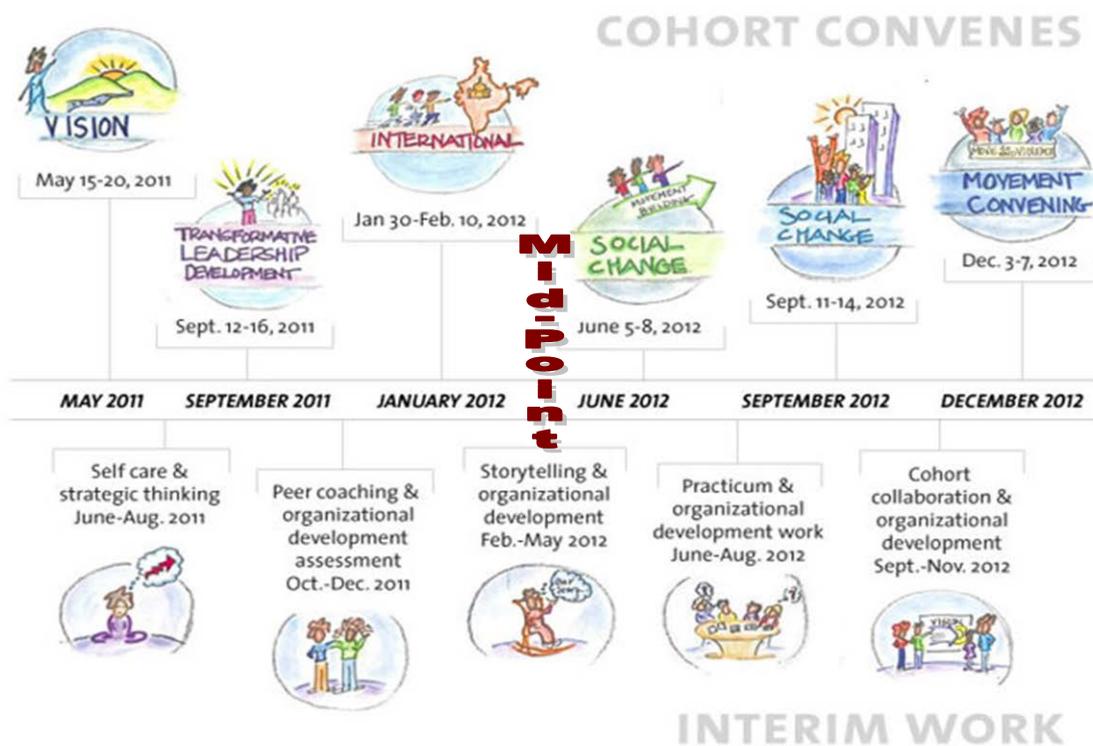
I. INTRODUCTION

I'm excited to see where it's going. I feel like the mindfulness that went into planning and layout was amazing forethought. To be able to give leadership grounding, to give OD capacity building. A lot of funders don't look at that and tie it into sustainability and strengthening work/vision/passion. I love that.

- Cohort Member

With the completion of Convening 3, Cohort 1 has reached the mid-point of its MEV journey. Building on the feedback gathered in August-September of 2011 for the Baseline Evaluation Report, the goal of this Mid-Point Report is to present the feedback gathered from Cohort 1 on their experience of Convenings 2 and 3. While the original vision for the interim work between Convenings 2 through 4 included peer coaching and storytelling, the organizational development work begun last fall has been the primary focus; therefore, we will present preliminary feedback on the OD planning process that has culminated in submission of proposals to the NoVo Foundation for organizational development support.

Exhibit I-1. MEV Road Map

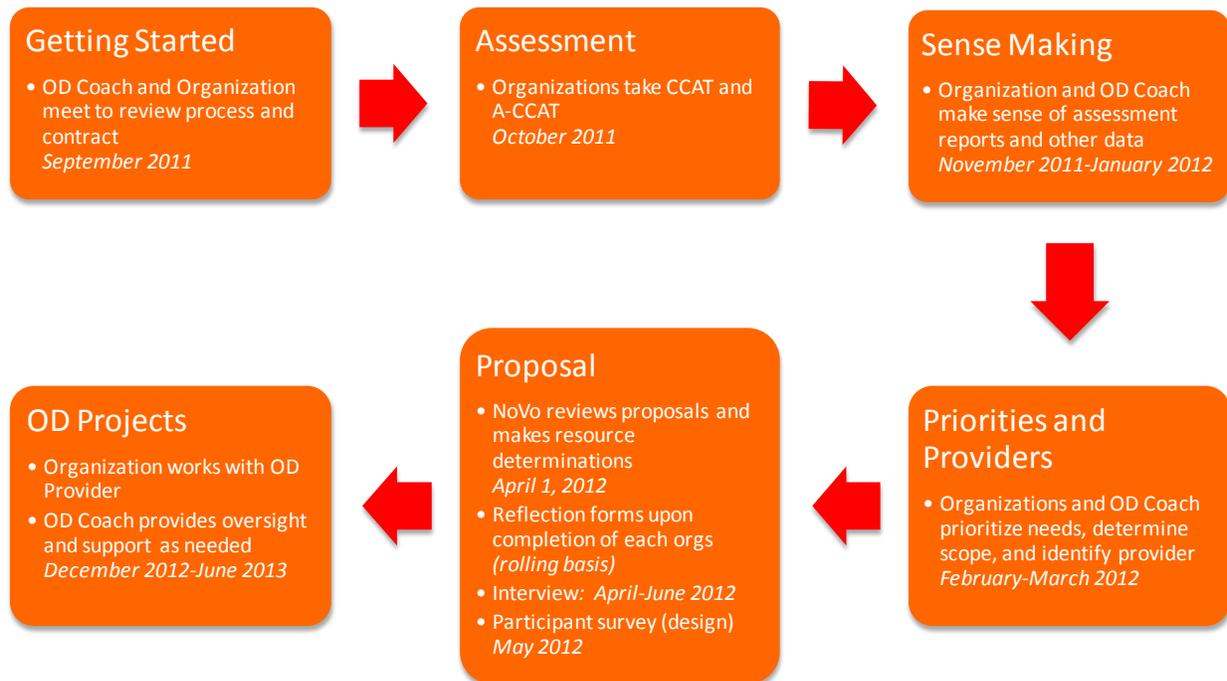


Data Sources

Following are key sources of data gathered between September 2011 and March 2012 that informed the mid-point data analysis and report:

- Observation and documentation of Convening 2 on Transformative Leadership Development and Convening 3 on the International Trip to India.** Our observation of both of these convenings informed our learnings at two levels. At the participant level, we gained insight into how these convenings met stated learning objectives for cohort members. At the Initiative level, the observations and feedback gathered inform the continuous improvement of the MEV design for the current and future cohorts.
- Convening 2 and 3 Evaluation Summary and Synthesis.** Building on detailed notes and faculty debriefings, we summarized highlights of the convenings and analyzed what worked, what did not work for the participants, emerging outcomes, and considerations for the next phase of the project. This summary also included compilations of: (1) post-convening evaluation results; and (2) faculty reflections.
- Interim Work: Organizational Development Assessment and Coaching.** To gain a sense of the interim OD work, we kept in close contact with the OD Team lead, Maura Bairley, monitored the CCAT and A-CCAT results, and developed a faculty reflection form to track progress and reaction of the cohort organizations to the OD sense making and project planning process, outlined below.

Exhibit I-2. Steps in the OD Process



- **Document Review.** Throughout the entire initiative, we coordinated with the faculty to gather and review documents to gain a deeper understanding and track progress of the Initiative and its participants. For this time period, these documents have included: (1) detailed convening agendas; (2) OD proposals; (3) available documentation of Convenings 2 and 3 (C2 & C3); (4) MEV program materials (e.g., curricula, readings, speakers' bios, etc.); and (5) blogs, email correspondence among cohort and MEV staff and faculty.
- **Check-in interviews with cohort participants.** From February to March of 2012, we conducted telephone interviews with 13 of the 15 cohort members and one additional contact with one cohort member on maternity leave via email. The goals of these interviews were to collect information on the following: (1) major take-aways from Convenings 2 and 3; (2) feedback on Interim OD Work; (3) informal and formal networking and collaboration with other cohort members; and (4) key recommendations from the cohort members.
- **Updated social networking:** After Convening 3, we administered a mini-social network survey as part of the check-in interview to measure changes in the depth and nature of cohort's relationships with each other over the course of their participation in the MEV initiative.

Overview of the Report

In addition to this introductory chapter, this report includes the following six sections:

- **Section II. Reflections on Convenings 2 & 3:** In this section, we present the cohort's feedback on what worked and what didn't work from C2 and C3 and provide their recommendations for the improvement of the design of these convenings.
- **Section III. Feedback OD Work:** In this section, we provide the cohort's perspective on the following: (1) feedback and usefulness of the Core Capacity Assessment Tool (CCAT) & Advocacy Core Capacity Assessment Tool (A-CCAT) data; and (2) the planning process with their OD coaches (e.g., the sense making process with their OD coaches, the focus of OD projects, and their recommendations).
- **Section IV. Feedback on MEV Communications Products:** In this section, we summarize the cohort's feedback on the MEV-produced communications tools such as the blogs, the take-away PowerPoints from C3, and the MEV community website.
- **Section V. Outcomes to date:** We report on outcomes to date in the following areas: individual leadership; organizational change, cohort evolutions; and networking and collaboration with other cohort members.
- **Section VI. Themes and Recommendations:** In this final section, we present overarching issues and recommendations for consideration moving forward.

- **Appendix A. Advocacy CCAT (A-CCAT) Addendum to Baseline Report.** In this appendix, we summarize the overall results of the A-CCAT, including highlighting areas of strengths and areas for improvement, exploring the relationship between scores and organizational characteristics, and comparing CCAT and A-CCAT results. The appendix also includes definitions for each capacity area and subarea on the A-CCAT.

II. REFLECTIONS ON CONVENINGS 2 AND 3 AND RECOMMENDATIONS

Convening 1 is getting to know you and establishing as a cohort on a large level of how do we get this started. Convening 2 started on individuals and Convening 3 jumped to this huge global thing. I love the design and trust it. It always comes together. I'm not questioning what is the logic beyond that sequencing. I'm just waiting to see where it goes.

- Cohort Member

In reflecting on the last two convenings and the interim work, cohort members are able to step back, understand, and appreciate the overall design of the MEV program. Reflecting on the meaning they have derived from their MEV participation, cohort members expressed tremendous appreciation of “the brilliance of the MEV arc/design.” The quote above attests to the cohort’s openness and trust in the MEV faculty to take them through a deep and meaningful experience that will have a lasting effect beyond their two-year MEV experience. In this section, we summarize the positive and constructive feedback of the cohort based on their experiences in Convenings 2 and 3, including some of their deeper reflections after some time have passed since these convenings.

Feedback and Recommendations for Convening 2

After experiencing C3 and beginning the interim OD work, cohort members reflected on what “stuck” from the Rockwood Leadership Training (C2). During our interviews, cohort members reiterated and expanded on their feedback detailed in the C2 Evaluation Synthesis, as well as provided new reflections on specific elements of the convening. From the cohort’s perspective, below are the major, lasting takeaways of C2:

- **Impact of the 360 assessment and courageous conversations exercise.** In the post-C2 evaluation, the 360 assessment and the courageous conversation exercise ranked 10th and 11th respectively. Despite these low ratings, they were the most frequently mentioned exercises during the mid-point check-in interviews. Only one cohort member had critical remarks about the 360 assessment and a handful said that, in hindsight, they would have selected a different and more varied group of staff members to provide feedback on their leadership. Otherwise, half of the

cohort members-including both new and seasoned leaders - remarked that the 360 assessment was a deeply transformational, introspective process that pushed them to think about their leadership in new ways. For most, this experience has led to increased confidence and desire for risk-taking. In particular, cohort members talked about taking on more visible and assertive roles to maximize and leverage their leadership positions within their organizations and in the larger VAWG movement. One cohort member commented:

[The 360 assessment] was really helpful because I never really thought about what other people thought of me as a leader. What are the good parts? What are the bad parts? What should I change?

Additionally, practicing courageous conversations was the most mentioned tool that the cohort has practiced both personally and professionally:

Far too often, we pull back in our own individual organizations, as well as we do not talk across organizations or positions within organizations, for a whole host of reasons. If we can, as individual and organizations, do critical and courageous conversations better, then we can find ways to organize together and support each other even in places where we do not completely agree. I thought that that piece was really important during Convening 2.

- **Integration of MEV principles and practices into Rockwood’s leadership training, especially through Norma’s facilitation.** Nearly all cohort members praised Norma Wong’s ability to relate Rockwood concepts and techniques to Forward Stance and Tai Ji concepts and principles. For cohort members, she played a pivotal role in the exercise debriefings, especially with the more controversial exercises for the cohort, like the triggering and juggling exercises. One cohort member reported:

Some of the best things that happened there was Norma. I just think that Norma is so wise and such a great teacher and to see Norma take this [Rockwood training] in and then interact with us [the cohort], she may have been some of the best stuff for me...To have Norma’s presence, Norma’s response, and debriefs and guidance...I have even thought about things that Norma has said after, “You are not your performance” is just one example, it was just so helpful.

- **Creation of space and small group format that allowed the cohort’s bond to solidify.** Looking back, the cohort members pinpointed C2 as the space that helped solidify their bond. Despite two cohort members not being able to attend, the cohort felt that there was more time and exercises in this convening that fostered a feeling of dedication and commitment to each other as cohort. One cohort member summarized:

What the process did to help me identify as a cohort is our collective leadership. It was really empowering to see all of the skills that go into how they shape the work they do as leaders in their organizational lives, and then we also started to see as a cohort the strength that we have and the different dynamics that we bring in working together. I think that was the best of the Rockwood experience for me.

- Moreover, the paired work and small group activities as well as dedicating time to essential dialogues allowed cohort members to begin to flesh out areas of alignment and to establish the greater levels of trust needed to discuss areas of misalignment.

It was great to sit down and talk and figure out what exactly do you do, and where do you work and where do we crossover, and where do we differ...Beginning to talk about specific issues that are occurring within the movement especially around issues of sex trafficking was really really important. I think it enabled people to ask questions that we were not able to ask before...Individuals that have been in the movement for many more years than most of us have, really had amazing perspectives on what worked, what hasn't...Then we really started fleshing out what path we wanted to take.

Areas of Improvement

As noted in the C2 Synthesis, a major area of feedback has been around the facilitation, especially around the group trigger exercise and juggling exercises.

- **Cohort members still view the group trigger exercise as problematic.** Almost the entire cohort still strongly expressed that there was not enough preparation to expose personal trauma publicly. This emphasis on the need for preparation suggests that cohort members are willing to take these risks if the right conditions exist for the cohort to engage in a deeper way.

As a cohort, we trust each other, and there is that willingness to take risk in the group, but from my perspective I would not have wanted to be in that position [that Priscilla was put in] to give that level of vulnerability...As a witness, it could be, in part, because of the work that I do. I see survivors all the time taking enormous risks and not knowing what they are going to get in return...I talked to Rockwood facilitator about this on site.

As a number of cohort members reported in their evaluation feedback, watching Priscilla be taken through the exercise in that way disengaged them from fully participating in the exercise themselves, thus minimizing the intended power and effect for them.

- **The cohort continued to have mixed feelings about the setup and take-aways from the juggling exercise.** Although all of the cohort members maintain that this exercise debriefing was overly critical of the cohort members' performance,

about a third of the cohort mentioned that, upon more reflection, this exercise pushed them to think about their individual and collective leadership, and the need to make a pivot. For these cohort members, the resistance to the exercise spurred meaningful dialogues that may not have occurred without the feedback that they did not push themselves enough to come up with a quicker solution. A few cohort members said that it made them realize that, as individuals and as a cohort, they want to question and examine their assumptions about how to do the work. Others realized that, as leaders, they do not always prioritize speed as an indicator of success. Two cohort members reflected:

Thought that [juggling exercise] was fascinating. It is a shame that we can't repeat it. It was an interesting exercise that required really listening and following instruction and the assumptions that we had about how to do things.

Reflecting back on the juggling activity, I instinctively knew we were missing something and as we went to watch the other group, I went up to my teammate and proposed the solution, and it made me want to step back and challenge my thinking and assumptions...In some ways, it was sort of sobering and hard that we did not have that breakthrough. But, it is possible for this group.

Yet, three cohort members said that the delivery of the message on their performance in the debriefing hampered the potential impact of the key takeaways from this exercise. One cohort member reflected that despite of their efforts to promote “equity,” “support,” and “cooperation,” the debriefing overlooked this aspect of their performance and instead characterized their efforts as “limited, confined, and restricted.” This cohort member elaborated:

The seriousness that we take all of our roles, we reflect the diverse types of leadership. It was set up similarly to what we all do in our professional lives where you give a group these big instructions and then say “have at it.” Most of us were trying to role model equity. We did what we were asked to do, and that got [fed back] as we were limited, confined, and restricted...and intellectually, we got the point [but] the debrief felt like it was attacking...

- **Desire for the trainers and the curriculum to acknowledge the fact that the cohort that has bonded with each other.** Cohort members discussed how they saw some missed opportunities to undergo this training as a connected peer group. Many cohort members conveyed that C2 could have had an even greater impact if Rockwood factored in the cohort structure more, especially as a cohort of leaders working to support women and girls. For example, two cohort members commented:

I felt that might be a weakness of the Rockwood Training that the training usually brings together leaders that don't know each other. I did feel like they were helping us connect as a group, but some of that didn't match

our group. I felt they could have built off our existing relationships already. It was a little out of sync.

...there was so much that they wanted to get through and their process is really accomplished, they know it so well, there were moments where they were not recognizing some of the benefit of our process [MEV] being folded into their process. They had an agenda and they had to get through it and that ended up kind of rocking the larger dynamic that is set up when we are all together...I think the facilitation felt rough around the edges, not just in the transitions but in the actual content of what they were sharing.

As mentioned earlier, the cohort's desire to bond as a team may have led to more discomfort around watching a fellow cohort member go through the group trigger exercise than it would in a traditional Rockwood training where the participants typically do not know each other. Also, given the nature of their anti-violence work, where many are fight to protect for their clients' safety and rights, and given their hunger to enact the ideals of "beloved community," cohort members naturally prioritized team-building, "having fun," cooperation, and equity rather than speed and competitive performance. The latter did not feel appropriate because the cohort members are modeling and establishing leadership practices for their ongoing involvement based on a vision of beloved community.

- **Need for more front-end guidance around processing "scores" and rankings, especially as they relate to individual, collective, and movement building leadership.** Cohort members said that, for those that have not taken an assessment like this before, the perception of having their staff members score them and their results ranked amongst other leaders can seem harsh. A few cohort members said that it would be helpful to establish a "framework" on the front-end to ground the results instead of doing this in the exercise debriefs. Additionally, other cohort members wanted more analysis around how these scores connect to establishing and facilitating effective collective and movement-building leadership.

Laying that framework around, how people were going to see them and rate them, more prep around that. Norma had to do it at the backend. Laying that piece out there for people, the awareness that these scores don't reflect who you are as a person. We need to look at these as places to grown from, laying that context down and helping people celebrate also where they are at...Scoring and leadership reflection are just one aspect of it. We are a whole person...[There need to be the] setting of that tone going into Rockwood.

I would like more guidance around what should I take away from the feedback other than my ponderings about where I stand in relation to population of other leaders. I think that MEV is wanting to work with all different types of leaders and organizations and groups. If there is a way

to facilitate cross-learning about different leadership in terms of movement building. Not just from experiencing and liking each other, but really understanding the field analysis perspective. What are the most effective things about leadership that facilitate movement building?

Despite these challenges, the cohorts members maintain that C2 was a powerful convening that ultimately helped set the stage for C3 and launch the interim OD work.

Feedback and Recommendations for C3

As summarized in the Convening 3 Evaluation Synthesis, the cohort members highly praised the design and execution of Convening 3. Reiterating the powerful and transformative nature of Convening 3 and building upon their positive feedback, cohort members offered the following additional reflections on ways to improve the design for the next cohort:

- **Need for better preparation for cohort members to engage in Essential Movement Dialogues.** Although individuals are selected into the MEV program, one cohort member expressed a great sense of responsibility as a representative of her organization. This individual elaborated: “The design tied the international experience with heavy conversations [put me in a position] where we were making heavy decisions for our organization.” Further, when declaring a position on an issue, some cohort members feel that this was asking them to make commitments for their organizations to move forward. If this was the intended goal, a few of the cohort members requested advance preparation time to think about the topics of essential dialogues, do more thorough reading of homework assignments (e.g., the problem definition paper), articulate their ideas, and talk to colleagues prior to coming to convenings.

We could develop a tool, such as a worksheet that asks people to state their personal and their organization’s beliefs on issues such as trafficking, so that the conversations can be more productive. Having those questions posed to us beforehand and coming in prepared knowing that we were going to talk about that and [being] specific... and [having] some way to do some of that homework before we got there, so that when we have that conversation about where are we aligned and where are we not aligned around our philosophies and approaches, I don’t think people felt comfortable speaking because they didn’t do enough pre-thinking.

- **Too many goals and objectives for C3 at the expense of time needed for processing the India experience.** As noted in the evaluations of C3, cohort members continue to ask for a little more spaciousness. According to one member,

Having the two foci at C3 was too much. I feel that we did not have enough time, but I don’t want to give up any of the speakers. I wonder if all of the [activities] around the campaign could occur at Convening 4. Do India, then have a shorter convening after India.

We were trying to do too much, and the level of exhaustion was hard....in order to have conversation, have experience in India. All of that and preparing for collaborative campaign [was hard].

To maximize the absorption of some powerful experiences and conversations, cohort members suggested that they needed more time to process the experience with each other, with the host organization members such as Ruchira Gupta, and with the NoVo staff. “*We could have spent time processing specific experiences in India. What we heard in the Planning Commission. Cohort feels pressure to come up with something great and to meet expectations of coming up with something successful. We had amazing new experiences... didn’t have time to process.*” Instead of feeling rejuvenated, a number reported coming back to the U.S. and feeling immediately saturated with work. One cohort member reported that she had to subsequently find time on her own to work through her emotions and debrief with her staff.

- ***More time and space needed for further dialogue.*** There is general agreement, as noted below, that the cohort need the time and space for further conversations around areas of alignment and common language:

We did not totally finish out our process in India of talking through our language...there may be some assumptions made that we are all in agreement or alignment and that is not true. I think that there could be more room for disagreement. We are all very polite. I think there could be some room for some strategic disruption that is not built in the work. There is not a lot of space for it and so that still felt unfinished. Then other cohort members are tasked with putting that language together and round that out for ones that were not there.

- ***More Essential Conversations needed around the Problem Definition Paper.*** According to one cohort member, “I thought we would have more time to go through our document, but [the MEV staff] wanted this to be high level framing. Somehow in our minds we still want those essential conversations to continue.” This is a major area of feedback across the cohort that will be revisited in Chapter VI as one of the overarching themes.
- ***More opportunities for cohort members to provide leadership.*** Cohort members recognize that, at this point in the MEV program, it is crucial to ensure that this program not appear to be funder-driven. They expressed a strong desire to have opportunities to really step up their leadership role:

We’re at a pivot point. How do we own it as participants? I feel like a small tension exists about how much we can step up. For example, in India, I thought I was going do more leadership. I thought I was going to lead the group about our paper.....The question about how much leadership do we have and what are the parameters of how can we step up. I think there was a lot of thought and organization that went into this program, but at the same time, how can they foster our ownership and stepping up?

One suggestion offered was greater involvement of cohort members in designing and facilitating cohort essential dialogues. Process-wise, cohort members suggested more facilitation and leadership from cohort members themselves, or maybe co-facilitation with faculty.

In summary, the feedback and reflections suggest that cohort members are at a point of readiness to engage in OD work. For instance, one cohort member states, “*The Rockwood Leadership Institute really carved out the room to set the stage for the OD work.*” In addition, they are ready to intensify their roles and deeply engage each other in the visioning and movement building work. Section V of this report elaborates on how the experience and subsequent absorption of the trip to India has greatly affected their thinking and work.

III. FEEDBACK ON ORGANIZATIONAL DEVELOPMENT PROCESS

...So often what happens with organizations like us, we are so busy taking care of others that we do not take care of ourselves and our internal business. I am so grateful for the OD work and that they [MEV] understood that if you want an organization to participate in movement building, you have to have those organizations on solid ground and so many of the kinds of organizations that we are trying to bring into the fold are not on solid ground for so many good reasons and bad ones. So I really, really appreciate it. I feel that that this is the right amount of money and right time to seed some good internal work.

- Cohort Member

A majority of the cohort members expressed that they were grateful for the organizational development (OD) work because their organization has never engaged in such an extensive process before. Many commented that the OD work came at perfect time for a variety of reasons. For some they have now reached the point in their organizational trajectory that they can focus their attention inward on their own development, and for others it has helped to expand their ongoing capacity building efforts. Despite the range of organizations in age, stage of development and previous engagement in OD work, as a cohort, their organizations have embraced the usefulness and relevancy particular to their respective organization. In addition, there is much enthusiasm around the recognition that there is a focus on organizational development in order to strengthen the movement to end violence against women and girls. Following are some major themes that emerged from the mid-point check-in with cohort members on this topic.

- **Cohort members reported that the CCAT and ACAT scores were confirmatory and affirming.** Nearly all cohort members mentioned that they were not surprised at the results and that it was helpful to have an outside tool affirm their assessment of their organizational strengths and areas of improvement. For example, cohort members had the following to say about the CCAT assessments,

The assessments basically confirmed where we knew were at in terms of the our strengths and weaknesses. It was nice to have that

confirmed through another legit source rather than just side conversations about where we think or organization is doing well or not.

The process was not anxiety-provoking...It was really about this is what we committed to and this is what we said that we are going to do and as an ED, it gives even more confidence to the staff that there are opportunities for us to do just that and to be really strategic about it. This just felt like it was good for everybody.

- **For the assessment results that were surprising, cohort members said that the OD coaches were instrumental to making meaning of these results.** All of the cohort members responded that the Sense Making process was invaluable to help review and apply the assessment results in a deeper way. Although this process looked different for each organization, each cohort member engaged a larger team of their staff members to review the assessment results with their OD coach. Even though almost all of the cohort members found the results to be confirmatory, there were sections where cohort members and their staff had questions around the results. Additionally, a few cohort members reported that the comprehensive nature of the CCAT and A-CCAT lends itself to assessing organizational areas that are not necessarily relevant for all organizations. Therefore, the Sense Making process was crucial to help explain the results as one source of information that pertains to the particular nuances of each organization and to provide the reasoning behind the stages of development. In these meetings, they were able to prioritize and hone in on which capacity building areas they wanted to focus on reaching the next stage. Cohort members also said that the OD coaches were effective in the framing of the results that the scores are not hierarchical or a “grade,” and that they reflect stages of development in the life cycle of organizations. In the words of one cohort member,

To have [the coach’s] expertise to start thinking about the stuff [OD work] that we already started on, and prepare for the more formal process has been great and helped us really think strategically about some of the things we are already discussing and to think bigger as well. And, not just bigger just for size, but for scale and impact, which has been helpful.

- **OD projects focus primarily around shifts in capacity in leadership, management, and communications.** Based on a review of the OD proposals and our mid-point check-in calls, there are some emerging themes around the cohort’s organizational development work¹ (See Appendix B for a description of each of

¹ This analysis includes a review of 13 out of the 15 cohort members’ proposals since Shakira’s and Tamar’s organization are not currently undergoing OD work..

the grantees' projects, as outlined in their proposals.) Some grantees are working across multiple capacity-building areas, so each of their projects are reflected in the following clusters:

- The largest cluster of grantees (seven grantees) are focusing on *building individual leadership* within their respective organizations to maximize leadership across levels, as well as moving towards and developing *shared leadership practices*. Two these cohort members have a strong focus on engaging participants as leaders in their organization. For another cohort member, this means re-examining the role of their organization's board, and methods of conflict resolution.
 - Another cluster of three grantees is focusing on their *management practices*. One grantee is looking at their existing *staffing structure* to see where there are gaps in staffing, and the other two grantees are looking at how to enhance their current *management policies and supervisory practices*.
 - Lastly, another cluster is looking at their *communications strategy* and messaging for a variety of reasons, which includes increasing *funder engagement* (1 grantee), and *building their constituency* through social media and technology (2 grantees).
- **Linkages to larger MEV work.** Even in the early stages of this OD work, all but one of the cohort members were able to articulate to some degree how they saw their work aligning with the MEV theory of change.

I think all of us have spoken to our commitment about sustaining MEV's work and mission. Most definitely, our OD process is part of that and orienting my mind towards how do we create the program processes [in our own organizations] so that we make sure that MEV's mission is included in that because I think it is very central to ours anyway.

A majority of the cohort is utilizing this opportunity to promote a healthy, thriving movement by creating systems to invest in individual leaders and their organizations' leadership role in the movement to end violence against women and girls (Goal #2.) Based on their CCAT and A-CCAT results and the sense making processes with their OD coaches, they are prioritizing the need to invest in individual leadership and organizational practices and policies with the larger goal of shifting towards collaborative, shared leadership models in their organizations. In addition, cohort members are aiming to increase their organizations' capacity to think strategically and engage in social change strategies so that, as organizations, they can take on sustainable, impactful roles in the movement.

Areas of Improvement

Many of the cohort members said that since they are in the beginning stages of their OD work, they do not have much feedback yet. At this stage in the process, cohort members only had the following reflections about improvements in the process:

- **Four cohort members did not realize how extensive the process was going to be.** Even though cohort members are appreciative of the opportunity to engage in OD work, around half of the cohort did not anticipate the amount of work. Cohort members conveyed that they knew there was an OD element to this work, but since many have not engaged in formal OD assessments they did not realize the extent of the assessment or the follow-up work. One cohort member said that her organization would have benefited more from a better understanding of potential OD projects that could result from the assessment and involvement in this component of the work. In addition, another staff member said that their organization would have engaged more staff members in the process earlier and created more time in their schedules to participate in the work. Finally, another cohort member said that since their organization has a lean staff, it would have been helpful to them to extend the timeline for the OD work, especially due to the overlap in timeframe with C3.

In conclusion, cohort members and their organizations are just beginning to tap into the potential of this OD work. As noted before, many cohort members expressed gratitude for the focus on OD since they have not had the opportunity before to focus inward, which has enable some significant shifts in how they approach their work.

IV. FEEDBACK ON MEV COMMUNICATIONS TOOLS AND COMMUNITY SPACE

MEV Blog

The blogs were excellent because I didn't feel like I had to keep people posted. I would send them every day and post it on Facebook. That was excellent—such a big help—because I would have felt compelled to write something every night...so that was a huge help.

- Cohort Member

- **Cohort members consistently had high praise for the MEV blog, describing it as an exceptionally helpful tool for keeping family members, friends, staff members, and even board members, up-to-date with their experience in India.** At least three members promoted the blog through their organization's website and through social media websites such as Facebook, which, as the statement above explains, enabled them to keep people updated without having to do additional work. One participant's comments best capture the cohort's sentiment of the blog: "I sent out the links to the blog and my staff posted them on the website and put them on Facebook and other [social media sites], so that was awesome to share instantly while I was there...I think it was really helpful and powerful to have that connection."

PowerPoint of "Ah Hahs" from India:

I thought they [the MEV blog and PowerPoint] were so impressive, and I just really appreciated them. I thought they were really good; I did share the PowerPoint...with the staff, and I plan to continue sharing that, or at least aspects of it.

- Cohort Member

- **Cohort members generally found the PowerPoint useful for sharing their experience in India back with their organizations and with other stakeholders.** For example, four participants reported using the PowerPoint during their staff

meetings, and three cohort members said that they plan to share shortened, modified versions of the PowerPoint with other stakeholders, such as their board of directors.

- **One cohort member, however, said that the PowerPoint was too long and recommended that MEV create an abbreviated version for participants.** As the three cohort members mentioned above illustrate, an abbreviated PowerPoint may be more appropriate when presenting at venues other than staff meetings.

Community Space

- **Only two cohort members shared their thoughts on the community space, but both were critical of the space.** One participant said that it was not user friendly and too complex to use and recommended that the MEV staff work to improve the accessibility (e.g., ease of log in and revisiting the website) and navigability (e.g., uploading and downloading documents and photos) of the space. The other participant said that the strategic communication portion of the space needed an “overhaul,” pointing out that only one organization’s twitter feed is featured on the space. Following are some concrete ideas to increase usage:
 - Require/motivate cohort participants to post their materials for sharing on the community space (rather than asking Lan or hitting “reply all” on email messages).
 - Ensure that activity digests are sent in a HTML format so that the information can be read using multiple electronic devices (e.g., mobile phones).
 - Ask Michelle Lambert, the MEV Communications Director, to be a conduit for notifying everyone when blogs, events, updates are posted on the community space, the MEV public website, or Facebook.
 - Continue to promote cross-linkages between the MEV website and MEV Facebook page with organizations’ online and social media presences (e.g., cohort members’ organizations that have Facebook pages –Men Can Stop Rape, Girls for Gender Equity, Futures Without Violence, ACTM).
 - Make resources around the topic of beloved community. One cohort member suggested that making resources on this topic would increase traffic to the community space. She states, *“I’d love to see library around beloved communities—whole dialogues, philosophies, writings on transformative leadership. These would be great resource to send to young people and staff.”*
- **The participants thought it might be useful for NoVo to provide cohort members with a small technology grant.** This would enable cohort members, participants those who are inexperienced with technology or do not have appropriate computer systems, to “get up to speed.”

V. OUTCOMES TO DATE

At the halfway mark of the MEV Program, cohort members are reporting powerful, transformational outcomes at multiple levels. Not surprisingly, the majority of the outcomes to date are “inward facing” in that they focus on shifts in cohort’s individual self-awareness and understandings or application of learnings to their organizations. While many of the developments were inwardly focused during the first year, cohort members are also turning outward and capitalizing on multiple opportunities to share about MEV. They are engaging others in ideas and visions generated within MEV, as reflected by dramatic shifts and greater connection to each other in informal and formal ways. Overall, we are documenting good to excellent progress on at least six of 15 short-term outcomes identified on the MEV Logic Model. The major outcomes showing progress including the following:

Aligning the Movement
<ul style="list-style-type: none">• A cluster of leaders committed to working together• Increased collaborative efforts (and enhanced capacities to build alliances)
Strengthening Individuals and Organizations in the Movement
<ul style="list-style-type: none">• Enhanced awareness of self and social identity• Adoption of (leadership) models to best advance organizational missions and organizing work
Building Critical Mass within the Movement and Other Movements
<ul style="list-style-type: none">• Increased connection and engagement with allies outside of the U.S. and usage of a global frame for ending VAWG• Framing of the issue of VAWG in a more holistic, intersectional way

Below are a summary of key outcomes at the individual, organizational, cohort, and movement levels.

Individual Level Outcomes to Date

Interviews with cohort members show that participation in trainings such as the Rockwood Art of Leadership Training has led to progress toward individual and organization level outcomes, including enhanced awareness of self and social identity and adoption of leadership practices to advance organizational and movement building work.

Individual Outcomes	Illustrative Examples
<p>All cohort members reported increased familiarity with leadership tools to address leadership challenges (e.g., stress and trigger coping mechanisms) and to improve their leadership skills (e.g., listening and speaking skills).</p>	<p><i>I wasn't immediately aware of how I would use the Rockwood ideas. I found when I got back to work, things popped up like triggering. They were in my toolbox and I didn't realize they were there until the situations came up where I could tap into it...I was also able to use this tool with a staff member when other staff members were pushing her buttons. I did role-playing and practiced with that staff member about triggering.</i></p> <p><i>I was anxious about public speaking, stepping into the light. I used [Norma's teachings, "Performance is not who you are"] as a mantra and tell myself to calm down. My contributions are most valuable. I have internalized anxiety. The vision statement coupled with the feedback...helped me have more confidence in risk taking...stepping into a leadership role, and be out in front.</i></p>
<p>Three cohort members reported a more in-depth understanding of how they show up as a leader and the barriers to reaching their full leadership potential.</p>	<p><i>[Participation in Convening 2] helped to strengthen my leadership. I didn't realize how I wasn't asserting myself in some situations that I needed to, so that was very valuable. Honoring my voice and leadership and part of my purpose is to lead in this work, so that was very helpful for me.</i></p>
<p>One cohort member emphasized the shift towards collaborative, shared leadership models.</p>	<p><i>For me, as someone that has been at the helm of this work...to say, I have done well and there are [other] leaders within the organization that can also do well. It is not just my load to lift...</i></p>
<p>Two cohort members shared stories of addressing unequal power dynamics with co-directors. The newfound confidence they took away from C2 led the co-leaders to appreciate and support their leadership style.</p>	<p><i>I was thinking that I needed to have a courageous conversation with my director about my leadership style—about it being different but still valid and actually complementary. [We needed to] figure out a way to co-lead or share leadership. That is what I practiced with my peer group [at C2]. Then the very next day, I was going to follow-up with the courageous conversation, but she actually shifted. She was the one who raised the issue of complementary leadership style and had great feedback about my leadership role. It was really odd because I didn't even initiate the conversation that I had hoped. It did not preclude me from having subsequent good conversations, but there was a shift there.</i></p>
<p>Two cohort members discussed the increased capacity to work collaboratively across differences and foster appreciation for where others are coming from.</p>	<p><i>It is critical for my organization to think who we've excluded over the years, the populations they represent. I hope to be more inclusive, lead the way in the intersectionality, reaching out to other fields, really pushing the policy angle.</i></p>

Three of the more senior cohort members reported increased levels of support for the next generation of leaders in their cohort and organizations.

One of the most powerful and unexpected elements of the MEV cohort is the intergenerational leadership. As one of the older cohort members, it has been so rewarding and inspiring to pass on support and experience to the younger generation within the cohort as well as learn from them through their insights, experiences, and great questions.

I especially had time for one-on-one intergenerational sharing and mentoring during the India trip. I spent a lot of time during C3 with the younger cohort. I met with Nancy and Priscilla and Joanne, and I was very mindful about the idea of intergenerational leadership and it was so rewarding to be able to practice that. I was getting a lot out of it, and I felt good about the type of support I was able to give to them. I think, related to Rockwood, there is a more intentional focus about my leadership and shared leadership.

Cohort members described experiencing a greater sense of their personal purpose and the reason they originally felt called upon to work to end violence against women and girls.

There was more a pivot back to my original experiences and doing work with rape survivors. That opened my mind, changed my life and lit my fire. I'm so steeped in the daily [work], it was really great to pivot back.

From her experience of C2 and C3, one cohort member expressed a renewed commitment to self-care a key ingredient to furthering her personal mission and to ensure that she will be an effective activist for years to come in the movement.

After coming back from India, it was just a couple of weeks ago that it hit me in a real emotional place, and a place of allowing myself to feel vulnerable as an activist. Instinctually I was acting as a non-for-profit manager wanting to do more, but as an activist, my political move needs to be my self-care and preservation. The "more" right now has to be in my self-care and I didn't look at it that way before. It was all about the non-for-profit management piece of it, and growing the organization and moving it [the organization] closer to its mission. I say that to explain that now my personal mission is a space that I have really stepped into, even more so than when I went to Rockwood and had to say what my personal mission was. I really owned that from my personal space, as a social worker, as a woman, as an aunt, as a daughter. A lot of it was from the India experience and going to the Red Light District, through conversation, through the curiosity of girls and connecting that these are our girls. They could be anybody. These girls could be my niece...

Organizational Level Outcomes

In addition to application of leadership practices (described above) within their organizations, the most notable organizational level outcomes stem from cohort members' leveraging their MEV participation to increase their organization's visibility.

Organizational Outcomes	Illustrative Examples
One-fourth of the cohort members reported leveraging their MEV	Example #1 – Minnesota Women's Resource Center was able to leverage their participation in MEV and the upcoming OD work to get

participation to market and secure funding for their work from other funders. They also reported being contacted by others due to their greater visibility as part of the MEV Initiative.

more funding from local funders. Suzanne described their efforts and attributed their successes to her participation in the MEV 60/40 training and the OD coaching:

- **Shifting to 60/40 Stance with a Reorganization.** *Out of the first convening in May 2011, I first recognized that, on average, we were at a 50/50, but our administrative staff was in a 40/60 stance—always stressed out and overworked. We identified the need for more admin staff.At a retreat, we came up with a recommendation to hire a Director of Operations/Staffing, We applied for funding and got funding for this new position (from Cummins Power Generation). It is \$77,000 a year [for two years], and we had to match some of our other funding for it. The goal is that we will create revenue streams for it so that we can fund the position by ourselves. We ended up hiring a Lakota woman with a Ph.D..... She has only worked for 5 weeks, yet I can hand assignments off to [her], and it saves so much time. It is very helpful for me, and the more familiar she becomes with operations and gets into it, it will absolutely give me comfort when I'm out of the office.*
- **Leveraging MEV for Tides Foundation Funding.** *We are now also in talks to get funding from the Tides Foundation [which is by invitation only and very difficult to get funding from] because of Jennifer Buffett – Jennifer offered to help and said, “You tell Gary Schwartz that you need to be getting funding from them.” We had been losing major funding for one state department, and have [been invited to request] The Tides Foundation for \$100,000.*
- **Interest from the Kellogg Foundation** –*The Kellogg Foundation is excited to see our work. Alice Warner-Mehlhorn is our program officer. She’s super excited about the NoVo MEV work [and is keeping tabs on our participation].*

Example #2 – Tewa Women United: TWU has recently received greater attention from funders, and Corrine Sanchez attributed her organization’s greater visibility to being part of MEV. She elaborated:

“We’ve been really fortunate in the past couple months to get connected with different funding sources and different projects...people have heard about our organization and are really interested in the multi-issue, intersectional work that we’re doing and the spirit-rooted activism. So, I think part of that may be related to the added exposure that MEV has given us and allowed us to have...”

Selection as Finalists for the Praxis project. *The Praxis Project is looking for five organizations to highlight and model community organizing and engagement. Along with Domestic Workers United, Tewa Women United hosted a site visit and is in a final selection round to be funded by the Praxis project for two funding slots.*

Engagement with the Kellogg Foundation. *Another opportunity is Kellogg Foundation’s [interest] in Tewa Women United’s Doula program. “We started with a vision to end child sexual abuse – how do we nurture and grow strong families? How do we bring back the values and traditions and practices of our Tewa communities and live them. We’ve been true to that vision and mission. And I think it’s been picking up momentum with MEV approach around beloved*

communities and looking at how we engage communities and are being inclusive in our approach.”

Cohort-Level Outcomes

From the intense bonding experience coming out of each convening, we are documenting some of the most important outcomes at the cohort-level. As cohort members work together to increase their understanding of the problem, work towards definitions, engage in critical analysis, and seek solutions to ending violence against women and girls, we see notable progress on the following MEV outcomes: (1) a cluster of leaders committed to working together; (2) framing of the issue of VAWG in a more holistic, intersectional way; and (3) a shared critical analysis with an intersectional and aligned approach. In addition, through their experience of C3, cohort members are reporting increased connection and engagement with allies outside of the U.S. and usage of a global frame for ending VAWG. A common thread across each of the cohort member’s reflections is the synergistic and cumulative effect of the MEV program and its power to transform (and as noted below) “disrupt” cohort members’ thinking and analysis.

Cohort-Level Outcomes	Illustrative Statements
Cohort members reported experiencing strategic disruptions largely due to the transformative and unsettling nature of Convenings 2 and 3.	<i>It is really just a brilliant design because it has enabled us to think about our work, much differently than we thought we were thinking about it... To now have this unified network resource that feels very connected and responsible for each other’s work is allowing us to think about what does it look like, this impact expansion? How do we sustain it?</i>
Cohort members are pushing themselves to think outside the box and are motivated by the examples from India.	<i>I’m just now tying it to Rockwood. We’re constrained by rules. We need to be thinking about how to make it work. Do we need to step outside? Like Jaya Jaitly said, she got out of government when it did not work for her. She’s still in the policy realm, but asking “What else can we be doing to touching an issue?”</i>
Several cohort members reported feeling a sense of validation of their life’s work through their in-depth understanding of the concept of the “last girl.”	<i>I think it was really great to hear about the last girl and how it was related to Gandhian tradition. This concept relates to margin to center and helped to validate and maybe articulate aspects and solution to the problem. This idea that, if you look at the last girl and seek to help her, it benefits everyone, instead of going with “let’s just go with part of the mainstream.”</i>
Cohort members are analyzing the U.S. movement relative to what they learned was happening in India.	<i>Coming out of Convening 3, I wanted to do a deeper study of the movement work in the United States so I could have a deeper understanding... Strategy-wise, it is really important to hear about the work in India and [why] they feel stuck. In the U.S., there was this huge emphasis on service and the criminal justice system and law as the method of protection. In India, there an emphasis on attacking the legal framework. The idea of movement and people being involved in the process is much more present for the entire nation. In the U.S., you have a floor. In India, there is no floor. If people do not organize, they die. ...Another thing that was hugely important – Gandhian principle of the last person. How that idea and principle are not in the</i>

consciousness of the U.S. and not in the mainstream ...No one talks at all about the last person in the U.S.

Cohort members are framing the issue of violence against women and girls in a more holistic, intersectional way.

When I was in school, I majored in sociology and studied early activism in the women's movement, which had a more intersectional analysis and approach. Working in an organization doing work on violence against women, I feel the pressures of nonprofit and funding, and federal constraints. Some of that got lost. Our experience in India reminded me of what grassroots activism looks like. Community activism that ties to basic needs instead of single-issue focus—seems more urgent and connected to the human experience. This reminds of the thinking I did so long ago.

Cohort members are engaged in more comprehensive thinking about the definition of the problem and the need for convergence across fields.

In child welfare, we don't talk about trafficking. Yet, these are the same girls who end up in juvenile delinquency and end up on the streets. When we talk about service delivery, we don't see the connections. They need the same attention and policies. Those girls don't fit into [conventional molds]; they are the ones with criminal record.

[MEV] really rocked people in a hard way. When you've done this work for a long time you think you're on top of your game. Norma helped to ground people: "Your performance isn't who you are" – she really recognizes that. It hit people in a lot of ways. It woke people up because they are settled in their way they address things and look at things. [MEV] pushed that transformation to look ahead and try to integrate the different aspects of VAWG and not just a siloed DV/SA framework. [We need to] really incorporate multi-issues that women and girls and families need in order to stop the violence and create wellness.

A number of cohort members are seeing the need to make a pivot.

Another pivot point in India—I think for the whole cohort—it evolved into a beloved community that lifts up the last girl. Whereas before, it did not get articulated that way.....I think it makes it both richer and more challenging because it is one thing for me to say 'My coworkers and I and the people that we work with all try to build a beloved community together,' and be deep and be thoughtful. But when you add in lifting up the last girl, that really changes what you are thinking about. In my work world, that is a challenge, it's the challenge.

Promotion of MEV Concepts within the Field/Movement

As cohort members are experiencing transformation and deepening in their thinking about the root causes and possible approaches to solutions to violence against women and girls, they are making the “pivot” outward to engage others in MEV’s vision of beloved community and more comprehensive thinking. Below are some example of how this is occurring.

Field/Movement Connections	Illustrative Statements
Cohort members are integrating MEV's goals into their organization's and movement building work at conferences and other public	<i>All of us have spoken to our commitment about sustaining MEV's work and mission and most definitely our OD process is part of that and orienting my mind towards how do we create the program and processes that we do, how do we make sure that MEV's mission is</i>

venues.

included in that because I think it is very central to ours anyway.

You know, at the Shelter Conference, Ted and I are able to talk about our trip to India and the MEV cohort. Beckie was in the audience and we could talk about the Asian Pacific Islander network, and I sit with another one of Beckie's colleagues, and I just think there are a lot of intersections that we are always going to be able to make sure that that beloved community and that theme and that process is woven through...

Cohort members applied key learning and concepts to their work with others.

Fostering leadership and movement building and beloved community are kind of the sub-key ingredients about how we'll move the movement. I'll definitely be more mindful about how to create some spaces and developing leadership. e.g., when I design the new Blue Shield Against Violence Cultural Competency project, I want it to foster leadership very clearly. That is by intention. [I would also like to] create circles to create beloved communities, so people can share leadership and rely on each other.

The Shelia Wellstone Institute is an opportunity we [the MEV cohort] should all look into. They do a lot of policy work and network well with government officials. I talked about networking in a focus group [sponsored by this Institute] about how they can align themselves with the work of MEV. The Governor is on the committee. There are lots of researchers, lots of powerful people there. There is a real opportunity to bring those pieces together.

Networking and Collaboration with Cohort Members

Finally, to document strengthening connections among cohort members and movement towards establishing a “trust network,”¹ we gathered information on informal exchanges and formal collaborations through the mid-point of the program. Cohort members were about their networking and collaboration with other cohort members, from sharing information on campaigns and meeting informally to participating in the same coalition and co-presenting on panels at conferences.² As shown in the network maps (Exhibits IV-1 and IV-2), *informal exchanges* and *formal collaborations* among cohort members have grown dramatically since the beginning of the MEV Program and reflect how the MEV Program has sown the seeds for working together and nurtured and supported the growth of these relationships and

¹ See the Movement Strategy Center’s “Movement Building Blocks.” Trust networks can be defined as interpersonal connections, consisting mainly of strong ties within which people set valued, consequential, long-term resources and enterprises. In addition, these networks of people share substantial interests in common, and who have a high level of trust in one another that permits them to undertake risky joint activities.

² Mid-point networking data are not currently available for Aimee and Priscilla due to the report timeline and how interviews were scheduled. We will include the updated network analysis findings and maps with their data in the Final Report.

collaborations. Since beginning the MEV Program, the network of *informal exchanges* among cohort members grew from 9% to 57% of all possible connections, and the network of *formal collaborations* grew from 9% to 26%.

Overall findings

At the end of the Year 1, all cohort members are connected in both the informal and formal networks. While there is room for continued growth and connection among individuals and organizations that are not yet working together, there is a strong foundation for the remainder of the Cohort 1 experience and beyond.

- **Explosion of connections.** Our analysis shows an astounding growth in connections among cohort members since last summer, particularly in formal collaborations. Different categories of collaboration are exemplified in the summary table, including: work on conferences and summits; petitions and legislative efforts; media; and emerging alliances. Since returning from C3 in India, there has been a considerable concentration of collaborative work at conferences and summits.
- **Stronger, more diversified networks.** Both the informal and formal networks are stronger and more diversified, with individuals connected to each other and through each other in multiple ways. For example, while Beckie still occupies a central location in both networks, more cohort members are connected to each other without going through her. The evolving shape of the networks also reflect their growing strength and resiliency as the networks transition from “star” or “wheel” shaped to more circle-like networks.³
- **Deeper levels of formal collaboration.** For the Mid-Point Report, we adopted a higher standard for formal collaborations. To acknowledge and differentiate more intensive formal collaborations, we recoded signing letters of support as examples of informal exchanges rather than formal collaboration. Despite reserving formal collaboration for deeper collaborations, the formal network still grew considerably.
- **Personal connections beyond MEV work.** While not captured in the summary table, many cohort members described important connections and conversations with each other in personal and professional lives, including Shakira’s transition out of The Rebecca Project, Tamar’s pregnancy and maternity leave, Aimee’s pregnancy and decision not to go to India, and travel in India outside of the formal C3 program. The level of personal connection between cohort members reflects

³ While star-shaped networks perform simple tasks quickly and accurately (e.g., diffusing information from a single source), they are not well-suited for more complex tasks (e.g., movement-building and coalitional work). They also place a heavy burden on the central partner (e.g., Beckie) to coordinate collaboration. In the emerging circle-shaped network, cohort members are in more direct relationship with each other and do not need to go through as many individuals to reach each other to connect and collaborate.

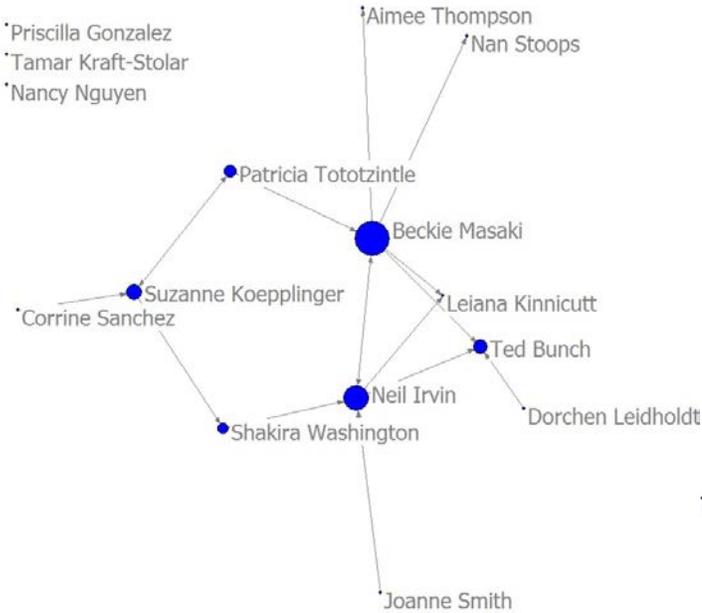
how the MEV Program has provided a supportive and safe space to voice areas of disagreements and for some cohort members to connect beyond their MEV work and form lasting, life-long bonds.

As summarized by one cohort member, the cohort is networking to advance their own and support each other's work:

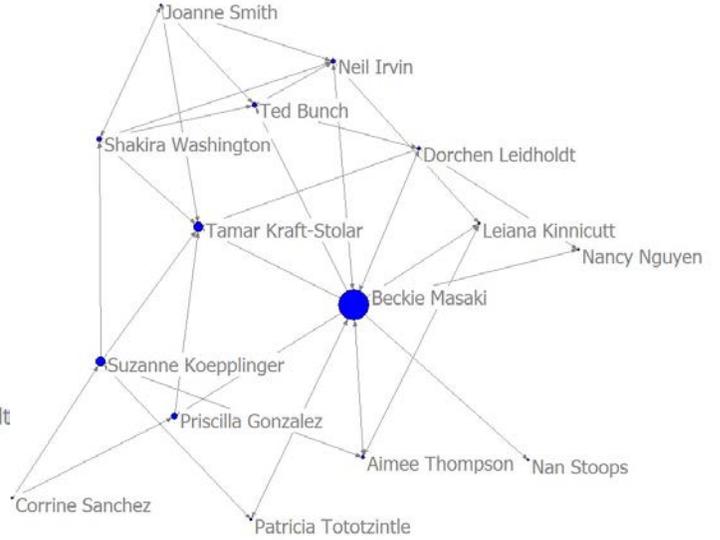
All of my cohort members.... we are supportive of [each other's work]. We are partnering around everything—our direct service work with youth or helping [other participants] better engage men and boys around the issues they are focused on. ...[We talk about] where there is overlap in things that we currently do or do not do, and how we [can] adapt and adopt for the communities that we work in. I think those are things that we have already seen, whether through emails, meetings or panels.

Exhibit IV-1: Expansion of Informal Exchanges Year 1: Beginning through Post-India

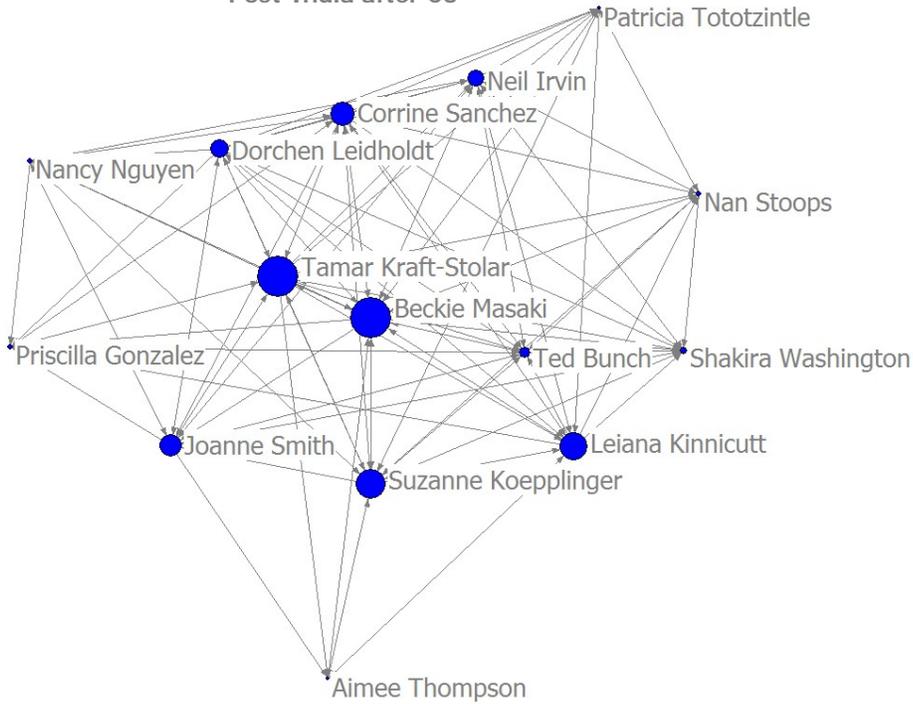
May 2011
Beginning of Participation in MEV



August 2011
Between C1 and C2



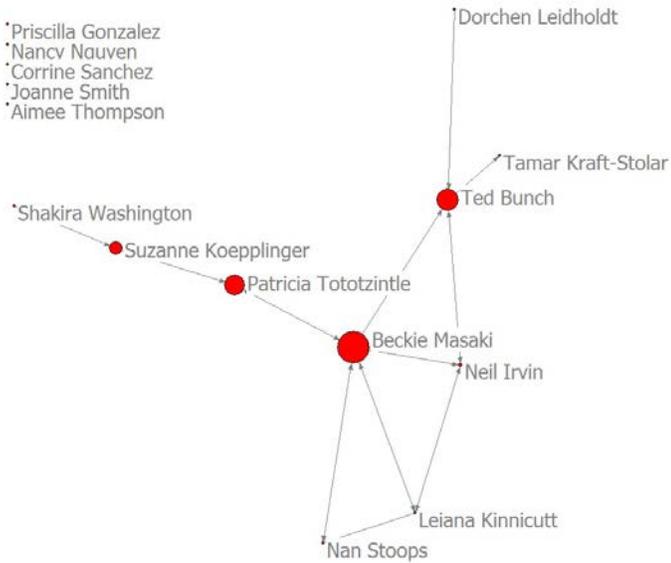
April 2011
Post-India after C3*



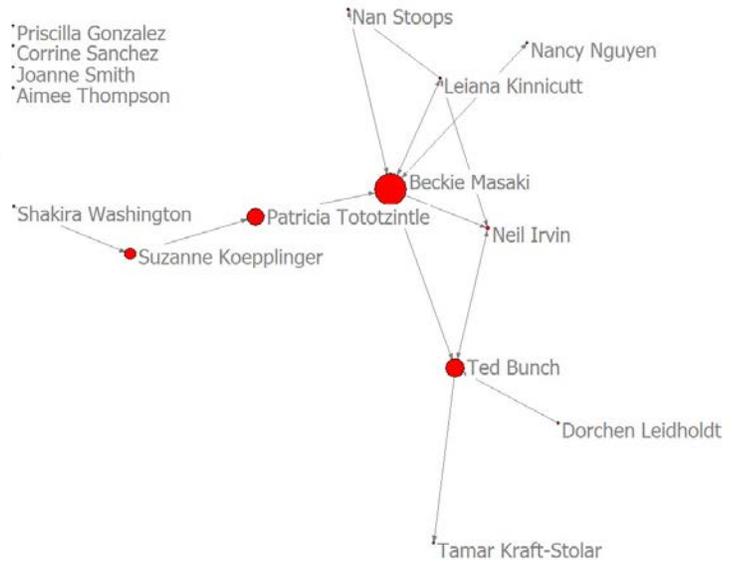
* Missing data from Aimee and Priscilla

Exhibit IV-2: Expansion of Formal Collaboration Year 1: Beginning through Post-India

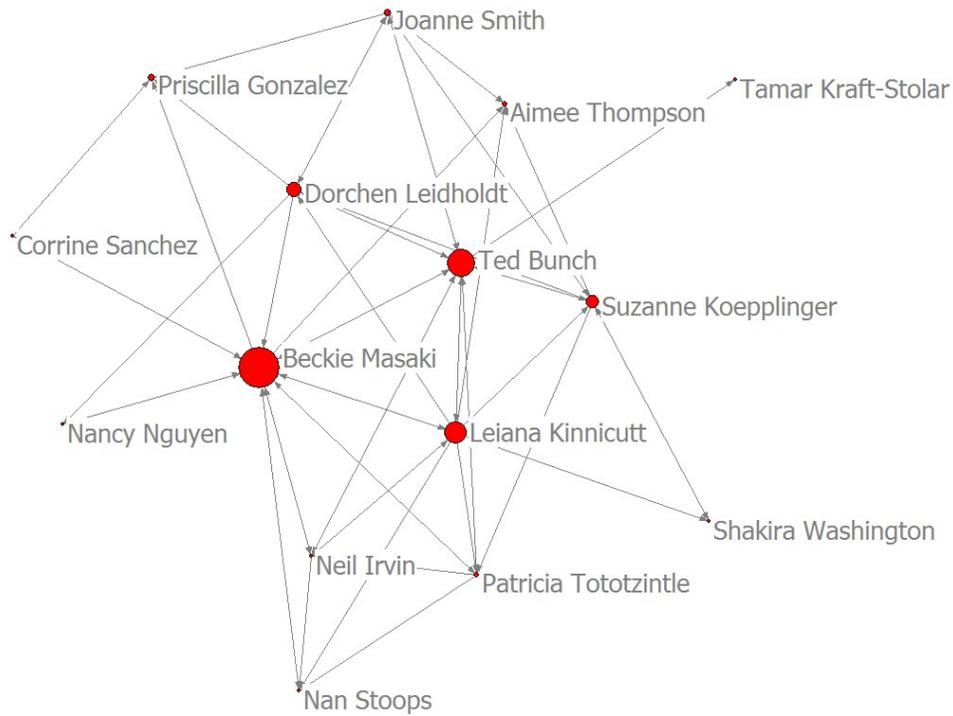
May 2011
Beginning of Participation in MEV



August 2011
Between C1 and C2



April 2011
Post-India after C3*



* Missing data from Aimee and Priscilla

Types of Collaboration	Illustrative Examples		
Conferences and Summits	<p>Y-Factor Summit at Futures Without Violence, April 2012 Who: Leiana (hosting organization), Neil (panelist) What: Panel session on bystander intervention on college campuses</p> <p>APIIDV Meeting, Engaging Asian Men Roundtable Divesting from Gender Violence; Investing in Gender Equality, April 2012 Who: Beckie (hosting organization), Neil (participant) What: Think-tank roundtable in which male leaders from Asian and mainstream organizations discussed aspects of gendered harms in participants' work and shared their analysis of the root causes of gender-based violence as they relate to Asian communities.</p> <p>World Women Shelter Conference, March 2012 Who: Ted (facilitator), Neil (panelist), organized by colleague of Patti Panel title: <i>Engaging Men and Boys To be Part of the Solution</i> What: National leaders discuss work men must do to become part of solution to end VAWG while promoting concepts of healthy manhood; cohort members drew on experiences in India and idea of beloved community</p> <p>OVW Engaging Men Program grantee orientation, August 2011 Who: Leiana (FWV as TA provider); Neil and Ted (grantees and presenters) What: Grantee orientation to 23 sites with primary prevention projects that focus on engaging men to take action on domestic violence, sexual assault, and stalking.</p>		
	Legislative efforts and petitions	<p>Petition to urge NY to include funding for sexually exploited youth Who: Dorchen (lead); Ted, Neil, Leiana, Beckie, and Shakira signed</p> <p>Reauthorization of Violence Against Women Act (VAWA), Spring 2012 Who: Suzanne (lead); Patti, Nan, and Tamar responded by email</p> <p>Domestic Survivors Justice Act (DVSJA), Fall 2011 Who: Tamar (lead); Priscilla, Neil, Dorchen, Beckie, Joanne, Nan, and Shakira signed letters of support on behalf of their organizations What: Give judges discretion to impose shorter sentences or bypass incarceration for domestic violence survivors who become defendants in NY</p>	
		Media	<p>End Demand NYC (video) Cohort members: Dorchen (sponsoring organization), Ted (in video) What: Media campaign to end sex-trafficking in NYC</p>
		Emerging coalitions and groups	<p>Office on Violence Against Women (OVW) grant program participants: Who:</p> <ul style="list-style-type: none"> • Grantees organization collaborations: Ted (ACTM), Neil (MCSR), Corrine (Tewa), Nancy (indirectly through branch of BPSOS that received grant) • TA: Patti (Casa de Esperanza), Beckie (APIIDV), Leiana (FWV) <p>Youth Organizing: Who: Nancy, Neil, and Joanne (beginning planning stages, not yet formally collaborating)</p>
Upcoming collaborations	<p>Youth Leadership Conference, May 2012 Who: Neil and Joanne What: Co-facilitate workshops for high school males on street harassment and bystander intervention as a part of the campaign for Black Male achievement</p> <p>Health Masculinity Conference, upcoming Who: Ted and Neil What: Part of collaboration together on the Healthy Masculinity Action Project (HMAP)</p> <p>Major League Baseline Partnership, upcoming</p>		

**Types of
Collaboration**

**Illustrative
Examples**

Who: Neil and Nan

What: Start partnership with MLB in DC to mirror what Nan is doing in Washington state

Summary

In summary, cohort members are able to point to their participation in the MEV Program as a powerful and important catalyst for a number of outcomes. The most notable outcomes are those that map to Goal 1 (aligning the movement), Goal 2 (strengthening individual and organizations in the movement), and Goal 3 (building critical mass within the movement and other movements). Less evident outcomes are largely because some of the program “interventions” have not yet occurred such as the engagement of other funders and Convenings 4 to 6 to promote and equip cohort members to use cutting edge social change theories and tools and to build critical mass within the movement and other movements. Further, there are signs of progress towards some of the more complex, longer-term movement building outcomes (e.g., a unified and directional vision, enhanced capacities to build alliances). In the next and final section, we turn to the overarching themes that emerged from cohort members’ feedback and provide recommendations to the MEV faculty and the NoVo Foundation as Cohort 1 completes its experience and the selection of Cohort 2 is launched.

VI. OVERARCHING THEMES AND RECOMMENDATIONS

It is apparent that the first half of participation in MEV has led to an infusion of ideas and experiences and, for some cohort members, strategic disruptions. Across the cohort, there is a growing recognition of the need for a pivot at the personal and movement levels. While a handful of cohort members candidly shared their nascent level of readiness to move forward, others conveyed a high level of readiness to push themselves to achieve a unified and directional vision. In this final section of the report, we present these key themes and recommendations for the MEV faculty’s consideration.

Cohort and Faculty Roles and Foundation Expectations

Themes	Cohort Reflections
<p>The cohort feels empowered to assume more leadership responsibilities at this stage of their participation in MEV. Cohort members’ feedback suggested that they would like a greater sense of ownership of the MEV work and would like to show to the movement that MEV is a cohort-driven rather than a funder driven endeavor.</p>	<p><i>I feel that a shift is happening. It makes sense that there has to be so much design work to create this container. [However, there are] some concern about MEV externally. Some are asking, ‘Is this just another funder driven thing?’ I think that it is unbelievable that NoVo is doing this, so how do we address that question and assure people that this is about movement leadership?</i></p> <p><i>We’re at a pivot point, how do we own it as participants? I feel like a small tension exists about how much we can step up. How much leadership do we have and what are the parameters of how can we step up? I think there was a lot of thought and organization that went into this program, but at the same time, how can they foster our ownership in stepping up?</i></p>
<p>Cohort members expressed strong interest in greater involvement in designing and facilitating essential dialogues. Cohort members also readily identified who within the cohort would be strong facilitators.</p>	<p><i>Process wise, [it would be great to have] more facilitation or leadership from cohort members themselves. Or maybe co-facilitation with faculty.</i></p>
<p>Cohort members encourage MEV staff to be more transparent around selection/assignment of</p>	<p><i>I think they’ve picked some people to move [certain pieces] forward. I’m not sure [why these people were chosen] exactly. It would be great to have more transparency [when] involving the faculty and</i></p>

<p>cohort members to key workgroups. Although cohort members are willing to step up when asked, they expressed more comfort in assuming leadership roles if the MEV staff made clear why certain cohort members were tapped to lead.</p>	<p><i>cohort members in workgroups. For example, during India, I didn't understand how we got assigned to all the sub-committees and how they all came together. It's not that I have a problem with it, but it would be good to know... I trust their judgment, but, if they pick people, then to share that. I'm the type of person to see all the moving parts so we can how it comes together and how we can contribute.</i></p>
<p>At the same time, some cohort members would like to see further engagement of MEV faculty as strategic thought partners. They recognize the talent and skills of the faculty and would like to find ways to better engage faculty members as a resource to the group.</p>	<p><i>Taj is a good facilitator but is a better thought partner. It would be great [to get his help in] bringing ideas to the next level. I would like to have him flex that muscle more. I think that would be a better role for him. We need to get him a big giant white board.</i></p> <p><i>An email went out about VAWA Reauthorization, and someone asked if anyone had any language for an upcoming press release. The conversation was about 3 or 4 people. What was great though was when Jackie lent her thoughtful statement.... It was so helpful because no one was thinking that way....It was like 'Girl, you been holding back. Jackie you have so much to offer.'</i></p> <p><i>[Why] separate faculty from the cohort? Moving forward, [it would really be great] to have the faculty move from behind the scenes right in the room... They know the language the group is trying to use. [This allows faculty to] offer us their best thinking and not take over</i></p>
<p>A few cohort members expressed the desire for more cross-exchanges around their OD work.</p>	<p><i>If you talk about process and how this [OD work] is done. The thing that helped me was having these conversations with Novo...the CCAT webinar was not as effective in communicating how helpful the CCAT could be...It probably would have been better for us to look at another organization's results. To even look at the in-house areas that the CCAT can address is fantastic,</i></p>
<p>Cohort members are still uncertain as to whether the NoVo Foundation expects them to take on the sex trafficking agenda.</p>	<p><i>I know NoVo has a big emphasis on sex trafficking, so maybe a conversation with NoVo about the whole initiative. We asked that, so that's a courageous conversation. I feel like there could be more exploration around that. Re-affirming, letting the cohort go where they feel is important. We don't see that in the MEV theory of change. Everything in the way that they've shown up shows that it is broader than trafficking, but there are things that give the message [that sex trafficking is a strong area of interest]. For example, the trip to India had a strong emphasis on sex trafficking, and then in the interview for us to be selected, they asked us our views on sex trafficking. I know a couple of people asked me if it would be a factor [in the final selection], so it was strange when it was in the interview process. I know that this question led a person to not apply</i></p>
<p>Recommendation #1: Shift more facilitation responsibility to cohort members and create opportunities for cohort-led sessions and cross-learning and peer exchanges, particularly around the OD work.</p> <p>Recommendation #2: Consider engaging faculty as thought partners to the cohort to take their strategic thinking to the next level.</p> <p>Recommendation #3: Continue reinforcing, publically, that the NoVo Foundation is supportive of whatever issues and campaigns the cohort chooses to end violence against women and girls.</p>	

Cohort Readiness and Capacities for the Next Phase of Engagement

Themes	Cohort Reflections
<p>Cohort members reported a wide range of readiness to engage in an MEV campaign. On one hand, some cohort members expressed readiness to make a pivot. On the other hand, others expressed interest in taking the time to get to know more about other cohort members' work. This suggests some differences in their readiness to engage fully in campaign/movement building work.</p>	<p><i>I understand coming to the [program] and not necessarily leading with what you do, but maybe we could look at [content] areas and how our work affects these areas. Where do you land...community organizing or direct service? Sure, it comes out later on, but I felt it came really late. I'm still trying to figure out what everyone is doing. You are assuming that we all know each other and we don't.</i></p> <p><i>We want to start to look at doing things differently and to shake it up. We are starting to convene a series among the directors of our member programs and state funders to begin exploring what are we doing and why and is this what we want to do.</i></p>
<p>There is general agreement that the cohort members need the time and space for further conversations on areas of alignment. In addition, one cohort member suggested that she expected there to be more in-depth conversations over a number of key topics raised in the problem definition paper.</p>	<p><i>We did not totally finish our process in India of talking through our language...there may be some assumptions made that we are all in agreement or alignment and that is not true. I think that there could be more room for disagreement. We are all very polite. I think there could be some room for some strategic disruption that is not built in the work. There is not a lot of space for it and so that still felt unfinished.</i></p>
<p>Tensions exist regarding the need for a pivot in the movement. These tensions are very real and affected the patterns of networking within the cohort. The tensions are also indicative of larger movement-wide conversations that need to occur. It is critical for the cohort to acknowledge and address the historical and current tensions and find areas of convergence for joint work.</p>	<p><i>MEV gives me some inspiration to do [things differently]...This is not an easy thing to do to, dismantle systems that people have worked really hard to build and feel very protective and defensive of in the current economy.</i></p> <p><i>There is a genuine belief that the movement has been in the wrong path the whole time and that the "pivot" must be a grass-roots. And the concept of the beloved community is rooted in the grass-roots approach.</i></p>

Essential Movement Dialogues: Format, Content

<p>At least three of the cohort members requested more advance notice about topics of discussion so that they can prepare and consult with their organizational colleagues. Some cohort members did not feel authorized to take a public position without first talking through particular perspectives with their colleagues. This suggests that it is important to make clear if cohort members are expected to speak for their organizations or from their own personal perspective.</p>	<p><i>Having those questions posed to us beforehand, and coming in prepared knowing that we were going to talk about that, and [being] specific... and [having] some way to do some of that homework before we got there, so that when we have that conversation about where are we aligned and where are we not aligned around our philosophies and approaches, I don't think people felt comfortable speaking because they didn't do enough pre-thinking.</i></p>
<p>In addition to the need for more in-person essential dialogues, cohort members suggested that MEV create more opportunities for collective processing and dialogue in between convenings.</p>	<p><i>It would be great to have monthly calls. We lose momentum in between convenings. It would be great for those who can join, to have a specific topic of conversation over a 1.5 hour call. ...It would be great if MEV staff could help schedule the call. We could ask for volunteers to be facilitators.</i></p>
<p>Cohort requests that the essential movement conversations be structured within a time and space so that cohort can bring fresh energy and ideas in a more authentic, organic, self-facilitated manner. Particularly important are opportunities to have dialogue in the mornings rather than evenings and in small group settings.</p>	<p><i>We were able to have more substantive conversations in Convening 2 in small groups than in Convening 1. [I feel like] we were able to get more done in that structure.</i></p> <p><i>Personally, I would like to just have more one-on-one conversations with people. I am not clear on their positions.</i></p>
<p>Cohort recognizes the need to provide some continuity across convenings (e.g., attention to the issue of pornography).</p>	<p><i>When we landed on building a 1000 beloved communities, what does that look like, what does it take to build a beloved community? In the unraveling of that, part they did not get to talk enough about the role of pornography. 'Is pornography part of that? Are we saying that...we take that stance and, if we do, men that say that prostitution and trafficking is wrong, but pornography is ok.'</i></p>
<p>Cohort members suggest a number of topics to discuss. While some feel that the cohort is not far from reaching agreement and should emphasize areas of alignment rather than misalignment, another cohort member expressed concerns that a deep philosophical divide exists that leads to "either/or"</p>	<p><i>This is the best space to engage in these discussions; nowhere else in the field can we do this. This is really the opportunity to discuss and move that, so I would emphasize our alignment. I don't feel like there's too many places of misalignment where we would get stuck. But we also trust each other deeply so we can explore.</i></p> <p><i>Lens of debate [e.g., criminal justice vs. public health]: I'm interested in the public health framing. Criminal Justice will have differences in that historically it says 'Throw these men in jail.' When you get into communities of color, however, it looks like just throwing more of their</i></p>

rather than “both/and” thinking.

men in jail. How do those communities hold its people accountable? I agree when people say people need to be jailed if they buy sex, but what are the unintended consequences?...Even something like restorative justice is problematic because it benefits men and punishes women.

Recommendation #4: Set up discussions that allow cohort members to gather their thoughts in advance, check for alignment with their organization (if needed), and creatively use multiple formats for safe and equal sharing (e.g., a combination of paired, small group, large group, and fishbowl discussions)

Recommendation #5: Create cohort-led, cohort-designed space for MEV participants to complete discussion of topics begun in C2 and C3 and to explore topics and questions that were raised in the Problem Definition paper.

Recommendation #6: Include the following key topics in the essential movement dialogues which are suggested by cohort members:

- **Criminal Justice/Legal Approach:** How much energy should be devoted to improving the response of the criminal and legal system and developing a certain kind of focus on direct services for victims? What are the unintended consequences of the criminal system and the community holding perpetrators accountable? Who have been disproportionately prosecuted? Who have been left off?
- **Community organizing:** What role does community organizing play in this work? How is this complementary to other strategies?
- **Gender analysis:** How do we articulate “gender analysis” in the field? How do we agree with an umbrella frame but then carve out a specific emphasis on violence against women and girls?
- **Intersectional analysis.** How can the group go deeper with an intersectional analysis? How can the cohort bring in people within the movement who do not agree with this kind of analysis?

Recommendation #7: Ensure that the training and skill building in Convenings 4 and 5 include a focus on advocacy capacity areas that the A-CCAT data suggest need attention. For social change/advocacy capacity areas that cohort organizations show strength, capitalize on peer exchange techniques for learning. Areas for strengthening include:

- **Technical:** database, general staffing level, policy issue and theory knowledge, media skills, policy and advocacy program skills
- **Leadership Capacity:** advocacy board leadership
- **Management Capacity:** policy and advocacy staff roles and management, policy and advocacy management systems, staff coordination, policy and advocacy resource management
- **Adaptive Capacity:** funding flexibility, measuring policy/advocacy progress.¹

¹ For more definition of these areas, please see page of Appendix A.

Big Picture Communications with the Cohort and Further Work

Themes	Cohort Reflections
<p>Cohort members are asking critical questions about the 10-year movement building trajectory.</p>	<p><i>I think some of the questions I have are: What is the movement architecture? What is the architecture so that alumni stay involved? [How do] people who are not cohort members become involved in these conversations? What are the architectural branches that allow for a real movement to happen? [With regards to] “building critical mass,” how do you engage others outside of the MEV movement? How do we infuse these conversations everywhere? How do these other things become part of the discourse? I think about the network maps and who is going to have conversations with whom. Here are all of these state conferences and how are we going to get on these agendas.</i></p>
<p>One cohort member suggested doing a mapping of the movement of political power, resources flow as well as innovations, tensions, influence, and connections within the movement.</p>	<p><i>We have not done any political or power mapping as a movement. I love the framework of tensions and innovations because that will get to the content struggles, but, it is important to get a collective understanding of the flow of money and ideas (i.e., the Center for Disease Control’s funding). There is a money flow there, and local programs on the margin can’t access those. I feel that we need to look at both, and to look at the role of national intermediaries (i.e., Futures Without Violence) and how they do TA. Those are the kinds of things that would be helpful for all of us to have: a common picture and understanding.</i></p>
<p>Cohort’s sharing of outreach to funders and A-CCAT results suggest some potential areas for attention within the funder engagement strategy.</p>	<p><i>Funders in the field know about MEV. Funders are realizing the coalitions that have been shaped, and it gives us [the opportunity] as we report out what we have been able to do with other funders and talk about how intentional this opportunity has been, both the OD work, the convenings, its relationship to our youth development, its relationship to our bystander intervention, and our focus on masculinity. Our commitment [to MEV] is very central to our organization and that has brought a lot of attention.</i></p>
<p>Recommendation #8: Share with the cohort the 10-year movement building architecture so that they have a better understanding of where the MEV Program is heading and how MEV is planning to engage others in the movement.</p> <p>Recommendation #9: Engage the entire cohort in doing a collective mapping of the movement of political power, resource flows, collaborations, innovations, tensions, influence, and connections.</p> <p>Recommendation #10: Expand the Funder Engagement Strategy to take into account:</p> <ul style="list-style-type: none"> — Cohort’s outreach and connections to funders who have expressed great interest in MEV. — Cohort’s need to find funders who are flexible enough to allow them to shift resources as needed to adapt to changes in policy/advocacy environment.² 	

² As noted in Appendix A, “funding flexibility” is one of the lowest scores across the entire cohort.

Cohort 2 Selection Recommendations and Alumni Engagement

<p>Cohort members have suggestions for key characteristics of the next cohort.</p>	<p>Summary of key recommendations from cohort:</p> <ul style="list-style-type: none"> • Stronger youth focus: increase recruitment and selection of younger cohort members in the composition of the next cohort, especially those under 25 <ul style="list-style-type: none"> — Alternate one cohort with more youth, then the next with more seasoned leaders • Risk takers: look for those who bring more innovation, particularly young people who have new and different ideas and who are not stuck on infrastructure. • Non-executive directors: select non-EDs to promote more diversity of power base in organizations • Current size of cohort: maintain current size to facilitate relationship building • Multiple individuals from the same organization: allow multiple individuals from the same organization to participate in MEV to promote natural mentoring and more buy-in to the MEV Program • Number of men in the cohort: <i>“Having 2 men was a good number for our group.”</i> • Organizational size: emphasize small organizations that have experience on the ground and frequently engaged with marginalized communities • Individuals who understand broader networks and connections: Select individuals who are able to add value in the broadening of the concepts and the campaign opportunities that may take place. • A mix of those who understand coalition building in local communities and those who are national or broader based with an understanding of systems level change.
<p>Cohort Connections and Alumni Engagement</p>	
<p>Cohort members are highly interested in connecting to Cohort 2.</p>	<p><i>I would love to see how the next group gets into their Tai Ji practices with Norma, I want to hear about their fireside chats, I want to hear or know how their process is unfolding for them. Is there a space and strategic moments for alumni to communicate with current cohort members?...[I think] there is multiple ways that we can stay connected and contribute to the process unfolding.</i></p>
<p>A number expressed interest in how cohort members are connecting to each other and have concerns about how they stay connected together once their cohort time ends.</p>	<p><i>Moving into the next phase and starting to look at the OD capacity building and movement building experiences, I would like to see us find ways to really talk about ways that we are connecting, ways that we are sharing information and ways that we are learning.</i></p> <p><i>I think that folks are developing their own individual relationships and started doing some level of collaborative work outside of the larger cohort. One of the things I am curious about is how do we maintain these relationships once our cohort ends. Besides, specific activities</i></p>

that MEV may host...how do we as a group continue to have conversations? How do we continue to have specific activities or action plans that don't necessarily involved NoVo or The Raben Group? How do we as a group continue to gel? One of the next steps is trying to have that conversation, which I think is really important.

You graduate and you are part of the alumni...what does it mean to be in the alumni association? ...To me, it is like the cohort is a laboratory in graduate school and when your time is complete, you are now a working professional in that field. ...It is not just [about] the cohort at the time but us a group continuing the work that we started from the first convening until ten years from now.

Recommendation #11: Make more transparent the ways that cohort members are connecting and sharing with each other and develop mechanisms and structures for ongoing contact and collaboration once Cohort 1 officially ends in December 2012.

Conclusion

Many of the reflections and themes presented this in final section echo the MEV Design Team's identified areas for further attention in the refinement of the MEV Program design³ including themes of greater clarity around the ten-year movement building trajectory, building critical mass within the movement, ensuring that MEV is a movement driven endeavor, and engaging others in the movement (e.g., alumni, and other funders). Whether MEV is seen as a movement building container or an incubator, the first MEV cohort has grown tremendously since they first joined the MEV Program in May of 2011. Most are at the point of readiness to engage in Convenings 4, 5, and 6 and are looking for ways to maximize their contributions by the completion of their program participation and beyond.

³ See MEV Design Team Notes from April 18-19, 2012 meeting in New York City.

Appendix A Advocacy CCAT (A-CCAT) Addendum to Baseline Report

Cohort member organizations completed the Advocacy Core Capacity Assessment Tool (A-CCAT), the addendum tool to the TCC Core Capacity Assessment Tool, between November 2011 and January 2012.¹ The Advocacy CCAT builds on the CCAT by incorporating key measures of organizational effectiveness that are key for policy and advocacy organizations. The A-CCAT is a 103-question web-based survey that measures organizational strengths along the same dimensions as the main CCAT: *leadership, adaptability, management, and technical capacity, and organizational culture capacity*. Within each area, the assessment captures fine-grained information for subareas, defined in Exhibit VII-2. Scores on the A-CCAT range from 0 to 100, with scores of greater than 70 considered areas of strengths and scores below 70 highlighted as areas for improvement.

Overall findings

Seven of the twelve participating organizations had overall average A-CCAT scores above 70 (ranging from 71 to 80) which shows some strength and capacity in advocacy work within the cohort, and five organizations had overall average scores below 70 (ranging from 64-68) which suggests some need fundamental support and skill building in advocating for change. Across all of the organizations, the average composite A-CCAT scores was 71, reflecting the overall strength of the policy and advocacy organizations of the individuals selected to participate in the cohort. Across and within specific capacity areas, a number of key findings emerged:

- **Strengths in organizational culture, leadership, and adaptive capacity.** Cohort organizations had the highest overall scores in organizational culture, leadership, and capacity (above 70). Within those areas, cohort organizations are particularly strong in *valuing partners, belief and commitment, risk-taking, community credibility, and strategic partnerships* (above 80). Higher scores in these areas reflect a good balance between inward-facing strengths (belief, commitment, risk-taking) and outward-facing strengths (partners, partnerships, and credibility). Given the populations the cohort organizations advocate on behalf of, their strength in *community credibility* (87) is particularly important and is well-matched by high scores for *external credibility* (79). Not only are the organizations perceived a credible by their communities and constituencies, but also by others in the policy and advocacy field. In addition, the fact that they are scoring high in the area of risk-taking suggests that a number of the organizations

¹ Scores from the following organizations are not included: The Rebecca Project, Domestic Workers United, Close to Home.

might have openness to make a “pivot” if a compelling case is made for MEV’s vision and campaign work for the movement.

- **Room for improvement in management and technical capacity.** Areas for improvement among the cohort organizations fall predominantly under management and technical capacity. Under technical capacity, all subareas were below 70, reflecting much room for growth and mirroring lower technical capacity scores on the CCAT. While *database* and *media* skills can be learned through OD work and participation in the MEV program, it is imperative that participating programs develop greater capacity to manage general staffing levels and have sufficient staff in relationship to their policy and advocacy strategies. Of the different scores under management, cohort organizations scored the lowest on *policy and advocacy management systems*, which shows room for improvement in developing plans and systems for managing policy and advocacy activities. A final key area for improvement is *funder flexibility* (adaptive). As cohort members move into the second year of the program, it is key that MEV support them in developing a diversified portfolio of funders and a strong base for long-term sustainability.
- **Relationships between organizational characteristics and capacity.** While patterns and relationships between organizational characteristics and capacity were not as strong as on the CCAT, several interesting findings emerged. First, size of budget was highly correlated with *advocacy decision-making strategy* and *leadership vision*, reflecting greater decision-making capacity and leaders seen as visionary at larger organizations. In terms of organizational age, older and more established organizations exhibited higher *adaptive* scores, particularly with regards to *strategic positioning*.² While the overall higher *adaptive* scores for older organizations contradicts the CCAT results, the higher scores for *strategic positioning* make sense and reflect the knowledge and experience of more seasoned and experienced organizations. In other words, the more experienced organizations understand their strategic niche and are more successful than younger organizations in assessing their ability to be successful on given issues in their area.
- **Varying correlation with CCAT results.** Looking at the relationship between CCAT and A-CCAT results at the organization level, we found both evidence of alignment as well as divergence. While overall *management* and *organizational capacity* scores followed similar patterns for the two assessments (moderate to strong correlation), the relationship between *leadership* and *technical* scores was lower (below 0.50). One possible reason for lower correlations between these overall scores could be the subareas that comprise the overall capacity scores. For example, on the CCAT, technical capacity encompasses concrete subareas like *legal skills*, *technology*, *facility management*, *fundraising skills*, and *marketing*

² Correlations of greater than 0.60. These results are somewhat surprising given that age of organization and adaptive scores on the CCAT were *negatively* correlated. One possible explanation is that the oldest and youngest organizations had higher scores with the mid-aged organizations (15-25 years) shifting the balance.

skills. In contrast, technical capacity on the A-CCAT focuses on broader skills like *policy and advocacy skills, knowledge of policy issues and theories, and general staffing levels*. Programs that have strong fundamentals in the technical capacity areas on the CCAT may not necessarily have the same level of fundamentals in technical capacity areas on the A-CCAT. Similarly, differences in the subcapacity areas for leadership may explain the lower correlation in scores. For example, the A-CCAT includes outward-facing leadership capacity subareas like *community* and *external credibility* while the CCAT focuses more on inward facing leadership (e.g., *internal leadership, leadership sustainability*), although there is also considerable overlap (*leader/leadership vision, board leadership, leader influence/leadership persuasiveness*). For the overall adaptive capacity scores, there was no relationship between scores on the CCAT and A-CAT (0.01). This suggests the tools may be measuring two very different constructs for adaptive capacity, with the CCAT focusing on *learning* (e.g., *environmental learning, program learning, organizational learning*) and the A-CCAT focusing on *positioning* (*strategic positioning, strategic partnerships, funding flexibility*).

Exhibit VII-1: Overview of A-CCAT Core Capacity Areas and Subareas Overall Scores

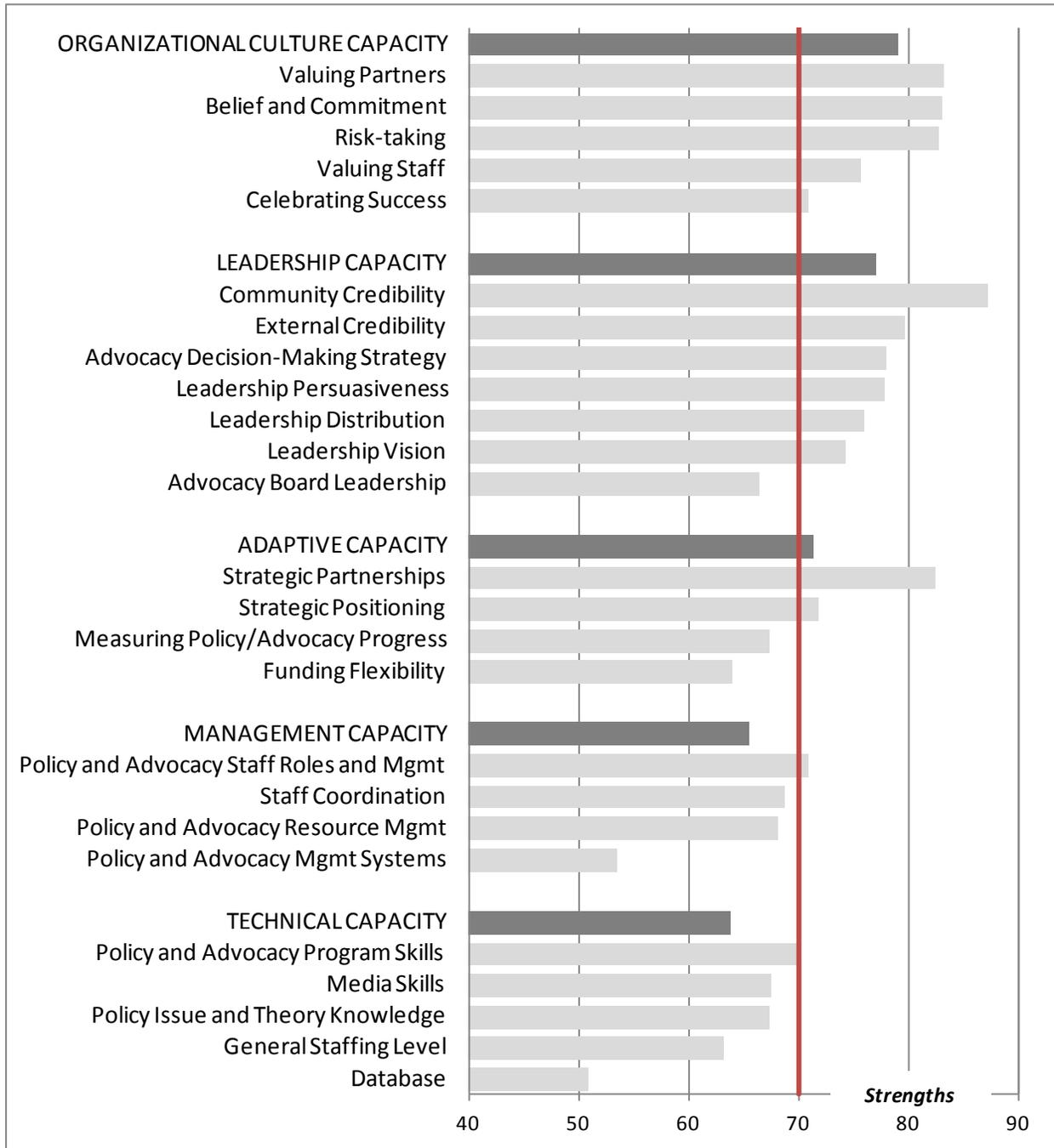


Exhibit VII-2: Capacity Areas and Subareas

Capacity Area	Definition
Adaptive Capacity	The ability of a nonprofit organization to monitor, assess and respond to and create internal and external changes
Strategic Partnerships:	How well the organization engages in collaborations or partnerships with other organizations in a way that is both efficient and augments the effectiveness of the organization's strategies.
Measuring Policy/Advocacy Progress	How well the organization formally evaluates progress and uses measurement for decision-making.
Strategic Positioning	How well the organization understands its strategic niche and is able to assess its ability to be successful on any given issue within that niche.
Funding Flexibility:	How well an organization is able to shift resources in order to capitalize on changes in the policy/advocacy environment.
Leadership Capacity	The ability of all organizational leaders to create and sustain the vision, inspire, model, prioritize, make decisions, provide direction and innovate, all in an effort to achieve the organizational mission
Advocacy Board Leadership	How well the organization's board performs its duties, including oversight, understanding of the policy/advocacy agenda and has a clear vision for the organization.
Leadership Persuasiveness	How well organization leaders are able to effectively communicate information and persuade stakeholders on particular issues.
Community Credibility	The extent to which the organization is perceived as credible with the generic "community", constituency or general public.
External Credibility	The extent to which the organization is perceived as a credible resource in pursuit of a policy/advocacy goal and is invited to participate in various initiatives.
Leadership Strategic Vision	How well organizational leaders have and are able to convey a clear mission/vision and make strategic decisions about the organizational approach to policy and advocacy issues.
Leadership Distribution	How well organizational leaders share leadership responsibilities and cultivate broad leadership on the policy/advocacy issue, both internally and externally.
Advocacy Decision-Making Strategy	How well an organization can make strategic decisions about acquiring skills for short and long term.
Management	The ability of a nonprofit organization to ensure the effective and efficient use of organizational resources.
Policy and Advocacy Staff Roles and Management:	How well the organization is able to effectively manage staff members' skills and resources.
Policy and Advocacy Management Systems	How well the organization has in place plans and systems for effectively managing policy and advocacy activities.
Staff Coordination	How well the organization is able to coordinate staff efforts among the various activities going on within the organization at any given time and over a period of time.
Policy and Advocacy Resource Management	How well the organization manages resources, including knowledge and information.
Technical	The ability of a nonprofit organization to implement all of the key organizational and programmatic functions
Database	Having an effective system for managing relationships with stakeholders.

General Staffing Level	Having sufficient staff overall in relationship to the policy and advocacy strategies of the organization.
Policy Issue and Theory Knowledge	Understanding of the general policy field by staff in the organization.
Media Skills	The ability to work effectively with the media, including cultivating relationships and using the media to disseminate information.
Policy and Advocacy Program Skills	All of the various specific skills needed for engaging in policy and advocacy work, such as knowledge generation, information dissemination, stakeholder analysis, mobilizing constituencies, etc.
Organizational Culture	the context in which the core capacities operate. Each organization has a unique history, language, organizational structure, and set of values and beliefs that affect staff unity and engagement.
Risk-taking	Willingness to take risks and advocate even when success is not guaranteed.
Valuing Partners	Overt acknowledgement of value of partners organizations
Valuing Staff	Overt acknowledgement of value of individual staff members.
Celebration	Celebration of success, both small and large scale.
Commitment	Staff commitment to the issue.

Exhibit VII-3: Capacity and Subcapacity Area Scores

Capacity Area	Average	Variation		SD
		Minimum	Maximum	
Adaptive Capacity	71	64	80	5
Funding Flexibility:	71	66	79	4
Measuring Policy/Advocacy Progress	64	50	75	8
Strategic Partnerships:	67	58	75	6
Strategic Positioning	82	77	90	4
Leadership Capacity	77	68	86	5
Advocacy Board Leadership	66	45	78	10
Advocacy Decision-Making Strategy	78	68	90	6
Community Credibility	87	80	96	5
External Credibility	79	67	90	7
Leadership Distribution	76	68	84	5
Leadership Persuasiveness	78	69	88	6
Leadership Strategic Vision	74	61	88	8
Management	65	59	72	4
Policy and Advocacy Mgmt Systems	53	43	67	7
Policy and Advocacy Staff Roles and Mgmt	68	55	77	6
Policy and Advocacy Resource Mgmt	71	62	79	5
Staff Coordination	69	56	79	7
Technical	64	47	76	8
Database	51	27	69	12
General Staffing Level	63	40	80	12
Media Skills	67	49	80	9
Policy and Advocacy Program Skills	70	58	85	9
Policy Issue and Theory Knowledge	67	51	86	11
Organizational Culture	79	67	89	7
Celebration	71	53	93	11
Commitment	83	60	97	11
Risk-taking	83	70	93	7
Valuing Partners	83	77	87	3
Valuing Staff	75	47	93	14

Appendix B – MEV OD Project Summary (as of April 30, 2012)

MEV Org Budget #Staff Life Cycle	Requested Amount	MEV Cohort 1 OD Project Summary	Specific Objectives
A Call to Men \$400,000 3 Impact		In order to continue our important work as part of the movement, we seek to develop a comprehensive funder engagement and communications strategy that clearly articulates why funders should invest in our organization and builds strong partnerships with funders and donors. This project will enable us to achieve these goals by allowing us to bring in a fundraising consultant and a communications consultant who can provide us with coaching, strategic messaging, and strategic planning to identify, engage, and educate funders and donors. Through our project we will also further develop specific fundraising targets and financial goals to strategically and effectively plan for our organization’s long-term growth and development needs.	Communications Project Objectives <ul style="list-style-type: none"> • • Assess and improve our current fundraising materials and practices • • Develop a multi-year diversified fundraising plan that generates interest and investment from foundations, corporations, individual donors, and fee for service consumers who support social change advocacy. • • Develop a strategic communications plan for our organization. • • Update our website and develop specific communications tools, such as case stories and issue briefs, which spark interest and raise awareness of our work and the movement. • • Develop a plan to increase funding by a minimum of 20% over the next two years and increasing revenues each year thereafter by a minimum of 15%.

Appendix B – MEV OD Project Summary (as of April 30, 2012)

<p>APIIDV \$1,210,000 4 Infrastructure</p>	<p>The APII on DV will pursue an organizational development project to address leadership development, structure, and sustainability. We plan to address issues such as identifying a clear leadership structure for the Advisory Board, Steering Committee and staff and clarifying roles within this structure; strengthening the skills of current organizational leaders and of emerging leaders for the sustainability of the organization and the movement; and building infrastructure to foster new leadership within the organization, its programs, and technical assistance work to support community-based domestic violence programs and agencies. This project will help us in our new growth phase as we have transitioned from being a program of the Asian & Pacific Islander American Health Forum to being an independent entity as a project of Tides Center, and it will set us up for continued growth and build greater capacity within the organization and for the movement.</p> <p>With a stronger internal operating structure, leadership at every level, and well-laid plans for organizational sustainability, the Asian & Pacific Islander Institute on Domestic Violence can be more effective and more efficient in fulfilling its mission to support community-based organizations, advocates and professionals working to eliminate violence against women.</p>	<ul style="list-style-type: none"> • Objective 1: Update leadership values, structure, roles, and processes for Advisory Board, Steering Committee, and staff to shift towards a sustainable, shared leadership model. • Objective 2: Develop the organizational and individual core competencies necessary for API Institute to succeed in its theory of change and strengthen the leadership of our people. • Objective 3: Integrate the core competency model and theory of change into professional development plans for staff, Advisory Board and Steering Committee members • Objective 4: Build API Institute's leadership groups as collaborative teams sharing leadership and adopting new leadership practices that will expand the organization's impact. Establish the staff as a learning community that is skilled at and uses peer coaching. • Objective 5: Develop a leadership sustainability and succession plan so that the organization is not overly reliant on any one leader and is intentionally fostering intergenerational leadership by maximizing the contribution of elders while prioritizing the development of emerging leaders.
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Appendix B – MEV OD Project Summary (as of April 30, 2012)

<p>BPOS \$350,000 6 Impact</p>	<p>\$30,000</p>	<p>In the near future, BPSOS-DV will face several transitions:</p> <ol style="list-style-type: none"> 1. A possible leadership transition, 2. Transition into becoming its own local 501(c3), and 3. Advisory Board transition into a Board of Directors. <p>While change can cause instability, it can also present a set of opportunities. Thus, BPSOS-Delaware Valley will utilize this Organizational Development opportunity to consolidate the good work the organization has been doing, and invest in two primary areas of development and growth:</p> <ol style="list-style-type: none"> 1. Exploring and taking on a new model of leadership that focuses on shared decision making processes, role clarifications, and a leadership transition built into the idea of who leads the organization, and 2. A financial and business analysis of our organization, through understanding profitability and impact of our programs on our community. We wish to invest in these two prongs in order to prepare ourselves for a strategic planning period with a local partner-the Philadelphia Foundation. <p>Doing so will position our organization well in terms of a new strategic plan for the 2012-2015 period. To guide us through this process, we will be working with both Management Assistance Group (MAG) and Spectrum who will guide us through each of the two processes.</p>	<p>Creating a new model of shared leadership</p> <ul style="list-style-type: none"> • Create shared understanding of situation based on interviews/data collection, incl. refine/define criteria for what a shared leadership model should accomplish for BPSOS; needed leadership functions; major goals, process and timeline for all 3 transformations; • Explore and develop 1 or 2 shared leadership models • Agree on preferred structuring model; • Outline steps in transition to new structure, incl. responsibilities, work process & culture changes, and any needed interim structures; • Draft timeline for Nancy's transition & Board development <p>Understanding our business model</p> <ul style="list-style-type: none"> • Working with Steve Zimmerman from Spectrum, BPOS hopes to establish mission impact criteria and to assess mission impact, determine profitability, and review our financial status as it currently stands. • Have Steve follow up with training our local team on how to utilize the financial template, and coaching on utilization and sustainability planning. • Have Steve set up a second meeting in July 2012 in order to assess mission impact, follow up on financial profitability template and conduct a Matrix Map based on our findings. The findings from this second meeting will be taken into a final report which will be used to lead us into our strategic. <p>Consolidation and moving forward</p> <ul style="list-style-type: none"> • We plan to have one sense making retreat of Board and Staff in August/September 2012 to consolidate both the work that MAG and Spectrum would have completed with the local team. We will then formulate a plan of action to approach Philadelphia Foundation for support in doing a strategic plan for BPSOS-Delaware Valley local branch.
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Appendix B – MEV OD Project Summary (as of April 30, 2012)

<p>Casa de Esperanza \$2,200,000 32 Infrastructure</p>	<p>\$30,000</p>	<p>Through this project, Casa de Esperanza will work with The Raben Group to:</p> <ul style="list-style-type: none"> • refine the key messages, strategies and approaches for both the website and the overall work of the National Latin@ Network • build staff capacity to craft messages that resonate with target audiences, • increase the reach and impact of our network-building efforts to national Latin@ organizations and policy makers who have not historically engaged in working to end domestic violence, and • begin the strategic planning process that will inform our work for the next few years. 	<ul style="list-style-type: none"> • Objective 1: Increase the reach and impact of our network-building efforts to national Latin@ organizations and policy makers who have not historically engaged in working to end domestic violence. • Objective 2: Develop a new strategic plan that will guide the next 3 years of work for the organization.
<p>Close to Home \$570,000 15 Core Program</p>		<p>Proposal not available</p>	
<p>Correctional Association of New York \$2,700,000 20 Impact</p>		<p>Proposal not available</p>	
<p>Domestic Workers United \$500,000 3</p>		<p>Proposal not available</p>	

Appendix B – MEV OD Project Summary (as of April 30, 2012)

<p>Family Violence Prevention Fund \$11,000,000 35 Impact</p>		<p>NoVo funding will support development of an organizational plan that articulates and refines our strengths and approach to advocacy, policy and social change in a social media world. Moreover, planning efforts will identify and improve upon the structures and the systems required for greater impact. Technology has changed the way we build constituency and mobilize for action and, used effectively, it is an efficient, powerful tool. Recent discussions have surfaced some of the internal change and adaptation required to realize the potential we have discussed. Engaging new constituents as well as building new levels of engagement with our existing supporters relies on internal skills and shared accountability that are only partially in place. The potential of technology is driving a need for the organization to become at once more cohesive and more nimble; to build even greater shared leadership and accountability; to embed creativity and social change efforts throughout the organization - this is the work we seek to accomplish in this proposal.</p>	<p>Objectives and Activities: Futures Without Violence proposes to engage consulting expertise to develop a strategic blueprint and action plan to enhance organizational capacity and effectiveness. Consistent with the organization's culture of staff engagement and debate, the planning process is designed to include both the input of staff and external expertise and includes activities to address the identified challenges to enhanced effectiveness and greater impact. The process will focus on improving skills, developing and acquiring new systems and structures, and increasing internal culture to be more adaptive and flexible so that advocacy and mobilization are effective.</p>
<p>Girls for Gender Equity (GGE) \$600,000 4 Infrastructure</p>	<p>\$30,000</p>	<p>Girls for Gender Equity (GGE) will engage an Organizational Development (OD) consultant to work with GGE's key stakeholders in three phases, from August 2012 – June 2013. The CCAT and ACCAT analysis revealed that at GGE's current stage of development, GGE is at a "tipping point" moving from a grassroots organization (stage 1) to a medium size organization (stage 2) and has the potential to be an impactful advocacy, leadership development, education, and training organization for marginalized - local, national and international – communities of color. This strategic visioning and planning process will take place during the program year to intentionally encompass participatory planning and leadership development strategies for staff, participants, and board members. The key stake holders will assess and re-design GGE's current social justice framework, concretize program education/training tools and curriculum, strengthen GGE's evaluation plan, and implement GGE's movement building strategies to build critical mass. This powerful partnership between the NoVo Foundation and Girls for Gender Equity will effectively move both agencies closer to our shared vision of a world without violence against women and girls.</p>	<p>Specifically, this organizational development consulting project for GGE will:</p> <ol style="list-style-type: none"> 1. help us engage an organizational consultant to work with GGE staff, board, and participants to reflect, develop, and define an innovative, effective, strategic program model that fosters leadership development supported through GGE's core strategies: advocacy and organizing; education and training; and direct services led by youth to achieve greater impact on our constituents, strategic partners, and within the movement, 2. conduct a series of conversations and meetings with stakeholders, 3. create a dynamic gender, race, and class analysis that will be used to advance GGE's mission, 4. develop a plan to strengthen our leadership capacity, programmatic work (Youth Organizing, Urban Leaders Academy, and Health and Fitness program), and tools, and 5. build prospectus of potential marketing and financial contributors to scale GGE's work as we implement the process the following year.

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<p>Men Can Stop Rape \$1,300,000 9 Infrastructure</p>		<p>MCSR will work on this OD project with the Management Assistance Group (MAG), which has strengthened visionary social justice leaders for 30 years. The transformation of MCSR’s staffing structure, processes, and staff management will ensure the ability of staff members to work successfully as a team towards the goal of using healthy masculinity – strength without violence – to advance the creation Beloved Communities, or communities free from violence.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> • Identification of MCSR’s goals for the future as they relate to Beloved Community and impact expansion. • Analysis of MCSR’s core staffing strengths and capacity-building needs related to advancing future goals of Beloved Community and impact expansion. • Development of a staffing structure based on MCSR’s core strengths and capacity-building needs related to future goals of Beloved Community and impact expansion. • Identification of roles, relationships, expectations, and operating agreements as they relate to the staffing structure. • Analysis of current staff and staffing needs related to new staffing structure. • Development of a plan for implementing the infrastructure changes in phases (part of the creation of a new strategic plan).
<p>MN Indian Women's Resource Center \$3,300,000 40 Infrastructure</p>		<p>Proposal not available</p>	
<p>Rebecca Project for Human Rights \$1,000,000 9 Impact</p>		<p>No Proposal. – Shakira no longer at Rebecca Project</p>	

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<p>Sanctuary for Families., Inc \$13,200,000 150 Infrastructure</p>	<p>we hope to engage in a systemic culture shift around how we function as an organization. Specifically, and to paraphrase the outcomes outlined in the MEV logic model, we hope to create:</p> <ul style="list-style-type: none"> - Collaborative, shared leadership models - Enhanced awareness of our organizational self and social identity - Enhanced understanding and alignment around our mission, vision, values and practice - Increased organizational capacity to think strategically and engage in social change strategies <p>We envision a year-long process, under the leadership of a skilled and thoughtful organizational development consultant. The OD consultant will partner with an internal organizational capacity building team to map out a series of exercises and activities that foster cohesion and inclusion. At the end of the year, we hope to have achieved transformational, sustainable change within our organization around these two themes. Sanctuary will be better positioned as an organization to play a leadership role in the move to end violence, and our individual staff members will have an enhanced sense of purpose, collegiality, respect and relevance both within Sanctuary and the movement at large.</p>	
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<p>Tewa Women United 480,000 12 Infrastructure</p>		<p>This organizational development project will focus on the creation of TWU's Organic Relational-tivity Model (ORM), a sustainability framework including new language and concepts. Organic Relationaltivity is the term TWU has created for expressing the way in which we approach and build intra- and extra- organizational relationships. Strong ties to traditional community have consistently formed in and around the organization and serve as examples that reflect the importance of organic relationship processes. The ORM will manifest in and become a living document, expressing to members,participants, neighbors and allies, how these dynamic and organic forms of relationship weave together to create what TWU is.</p>	<ul style="list-style-type: none"> • Objectives:1. Generate a Case Statement for ORM that is based on a comprehensive overview of TWU mission, values, and practice and connects this to our financial and fundraising goals. • 2. Articulation of TWU's socio-eco-entrepreneurial model and strategies for sustainability of spirit energy and organizational solvency into concise language which includes stories or narrative that are easy to recall for those we touch. • 3. Development of socio-eco-entrepreneurial Products and Services within the awareness of human,environmental, and financial impacts, in order to create opportunities for greater economic self sufficiency among participants and the organization. • 4. Extend circles of Community, Family and Friends through the cultivation of bridge builders, to increase access for TWU in community, the business sector, and strategic partnership. • 5. Enhancement of mechanisms for tracking, resources and opportunities, growth, outreach, identification and capturing of alternate income flows.#
<p>WA State Coalition Against Domestic Violence 1,800,000 19 Impact</p>		<p>Based on recent assessments and staff input, the O.D. team prioritized the following needs:</p> <ul style="list-style-type: none"> • 1. Re-center and align in the midst of recent and on-going change at WSCADV. • 2. Solidify new management structures, positional leadership roles, and supervisory expectations. • 3. Clarify decision-making processes in light of these changes. • 4. Identify leadership roles and capacities for all staff, and clarify the similarities and differences between positional authority and participatory leadership. • 5. Set a common baseline of expectations for supervision. • 6. Integrate our new understandings of WSCADV's adaptive strengths and challenges into the organizational culture as well as planning. 	<p>The goals are to:</p> <ol style="list-style-type: none"> 1. Solidify WSCADV's new management and supervisory structure. 2. Manage transitions during a time of significant organizational change, and build capacity for staff to adapt and lead within a transformed system. 3. Work towards continual alignment of structure, systems and practices with mission/vision/values. <p>This will be done by:</p> <ol style="list-style-type: none"> 1. Organizational data collection on staff climate. 2. Staff trainings and facilitated conversation on managing transitions and on supervision. 3. Technical assistance for the new TriPod team, which consists of the executive director and two mid-level directors.