Evaluation of the NoVo Move to End Violence Initiative

Baseline Report
December 23, 2011

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Executive Summary

With launch of the unprecedented Move to End Violence (MEV) initiative in May of 2011, the NoVo Foundation demonstrated not only its intention to address one of society's most pressing issues, but also stood by its belief in the power and potential of women and girls as undervalued assets in our society. Social Policy Research Associates (SPR) is pleased to submit this baseline report to provide a comprehensive snapshot of the first cohort and the broader movement at the launch of the 10-year initiative. In addition to describing the cohort members and their organizations at the beginning of their participation in MEV, we also present our analysis of the cohort members' reflections on the major outcomes targeted by the initiative. The report is also designed to provide feedback on progress to date and considerations as the initiative moves forward with its implementation.

About Cohort 1

The MEV initiative seeks to build transformational movement leadership, both at the individual and organizational level. To find a good mix of cohort members to realize the potential of this initiative, the NoVo Foundation and the MEV staff dedicated several months to developing the criteria for the cohort members and their respective organizations. The goal of the recruitment process was to find and engage a "pivotal, transformative group of leaders" from violence against women and girls (VAWG) organizations that have an advocacy or social change focus.

MEV leaders paid special attention to creating a diverse cohort and to selecting a balanced group of organizations. They originally selected a cohort of 16 leaders[1]: 88% are female, 75% are people of color, ranging in age from 28-58. The organizations selected range from small grassroots organizations to large national nonprofits: 50% have annual budgets of under $1million and 26% have budgets of over 3 million. Cohort members and their organizations bridge different fields within the VAWG movement, with expertise on issues of domestic violence, sexual violence, child sexual violence, and sex trafficking. The organizations also represent diverse voices and perspectives on the VAWG movement: five organizations address VAWG within particular ethnic or racial communities, two organizations focus on changing male attitudes about VAWG, one labor rights organization, and one criminal justice advocacy organization addressing VAWG issues as part of a broad social change agenda.

Cohort members share a desire and commitment to work on a larger-scale to end violence against women and girls, and hope that participating in the initiative will help them to (1) connect with others to make a larger impact, (2) reflect and re-energize as leaders, and (3) catalyze organizational change.

Baseline of Cohort Capacities and Outcomes

To set a baseline for capturing individual and organizational progress over time, we drew on a range of assessment tools to measure outcomes at the beginning of cohort member's

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[1] Note that one cohort member dropped out of the initiative after the first convening.

participation in the Initiative.[2] Outcome areas benchmarked at baseline include *leadership characteristics*, measured by a 360-degree review, *organizational capacity*, captured by the Core Capacity Assessment Tool (CCAT and A-CCAT[3]), and *connections to the movement and each other*, collected via a web-based social network analysis survey.

Leadership Characteristics

Overall, cohort members and their colleagues rated cohort members highest along interpersonal and communication dimensions and lowest for balancing short- and long-term focus and accountability. Specific leadership findings include the following:

- **On average, cohort members and their colleagues identified similar areas of strengths and challenges** with higher self-scores for *continually learning and improving leadership* and lower scores for *balancing short- and long-term focus.* The latter reflects the constant tension between being reactive in the moment (e.g., in pursuit of funding opportunities) and thinking strategically about the future.

- **Cohort members generally ranked themselves lower than their colleagues along all 15 questions.** The overall lower self-scores suggest that many of the cohort members are their harshest critics and often express self-doubts regarding their strategic thinking and ability to take action.

- **On average, cohort members scored higher than 50% of other Rockwood participants.** For 10 of the 15 questions, the cohort members scored in the top 50% of all Rockwood participants.

Organizational Capacity

Cohort organizations had 10 average scores in the *strong* range (25%), 19 average scores in the *satisfactory* range (46%), and 12 average scores in the *challenging* range (29%). None of the overall core capacities were in the *strong* range, and one overall core capacity, *technical capacity*, fell in the *challenging* range, below the 190 cut-off.

- **Organizations showed the greatest capacity in key leadership areas and management.** These results show that the cohort organizations provide cohort members with well-managed and empowering learning environments that support their vision and development.

- **The most challenging capacity area was technical capacity.** The results show that cohort's organizations need support in key areas such as marketing, fundraising, and program evaluation.

- **A few consistent scores point to shared strengths and weaknesses across participating organizations.** Consistently high scoring areas across the cohort members' organizations included *environmental learning, overall management*

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[2] Data on key outcomes at baseline for cohort members were collected between May 2011 and November 2011

[3] Results and findings from the A-CCAT will be included in an addendum to the report; not all cohort member organizations had completed the assessment by mid-December 2011.

capacity, *internal leadership*, *staff development*, and *empowering*. Consistently low scoring areas across cohort organizations were *leadership sustainability, program resource adaptability,* and *program evaluation skills.*

- **Collectively, the capacity scores show great potential for cohort members and their organizations to assume movement leadership roles and responsibilities.** The consistent areas of strengths (e.g., *environmental learning*, *leader vision*, *leader influence*, *empowering*) are the critical capacities that are potentially most transferrable to "movement leadership."

- **A relationship exists between scores and size and age of organization.** Our analysis show that (1) size was strongly and positively related to technical capacity and (2) age of organization was inversely related to aspects of adaptive capacity.

- **In terms of life cycle stages, cohort members' organizations have moved past establishing their core programs to strengthening their operations and taking programs to scale** (*infrastructure development*) and to creating mission- and vision-centered community change (*impact expansion*). This suggests that most of the cohort organizations are developmentally ready to engage in capacity building and bringing their programs to the next level**.**

Connections to the Movement and Other Cohort Members

Within the network map of all connections, every cohort member was connected to each other and the network, either via direct connections with each other or shared connections with organizations in the field. While the baseline networks show much room for growth and developing deep relationships, they also reveal a strong base of shared relationships in the movement.

- Cohort members on the periphery, while not as strongly connected to the core middle group, bring their *own* networks to the movement.

- Shared connections with organizations bridged cohort members not directly connected at the beginning of the program.

- The NoVo Foundation occupies a central location in the network.

- *Informal exchanges, new ideas and breakthroughs*, and *formal collaborations* are equally dense but have increasing number of cohort members not connected to others.

- Of the four types of networks, the *leadership* network was densest.

- The loss of one cohort member affected strategic connections but not overall density.

Initiative Level Outcomes

The report highlights *baseline* findings associated with five overarching initiative-level goals and the fifteen corresponding outcome areas. In general, cohort members rated their individual and organizational baseline capacities more positively than did they the VAWG movement as a whole, which seems understandable given that cohort members are movement leaders.

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Aligning the Movement

Overall, cohort members felt that alignment of the movement is an area that need much attention. When looking at specific outcome areas, cohort members indicated that there has been some progress in developing a cluster of leaders and in promoting collaborative efforts, but that considerably more work needs to be done before there is a unified vision or a shared critical analysis. In fact, these latter two were the weakest of any outcome area, illustrating that cohort members see the presence of issue-area silos (such as DV, SA, CSA) and a disconnection from progressive social justice movements. A common theme across cohort members is the need to develop a stronger intersectional analysis for the VAWG movement, which will involve reaching out to diverse communities and supporting new types of leadership.

Outcome Area	Core Findings
A cluster of leaders committed to working together to end violence against women and girls	• More than two-thirds of cohort members say that there is a cluster of strong visible leaders who are committed to working together to end VAWG • The ability of the overall movement to work together to end VAWG, however, is stymied by because (1) leaders often operate in silos and (2) leaders' ideological differences interfere with efforts to build greater unity and alignment. • One-third of cohort members challenged traditional definitions of "leadership" within the VAWG movement and said that, to be healthy and strong, the movement needs to better build on the leadership of (1) women of color, (2) younger leaders in the movement, and (3) smaller grassroots organizations and advocates.
Enhanced capacities to build alliances and increase collaborative efforts	• Although half of cohort members said that local and regional collaboration is occurring for their organizations (in particular), there is a general sense that enhanced (cross-sectorial) collaboration is necessary in order to advance the movement.
A unified and directional vision for the future of the movement	• There is a general consensus among cohort members that the movement lacks a single unified vision for ending VAWG.
A shared critical analysis with an intersectional and aligned approach	• Cohort members said that, although critical analysis exists in varying degrees throughout the movement, it fails to be applied systematically in practice.

Strengthening Individuals and Organizations in the Movement

On average, cohort members felt the movement had made progress when it comes to strengthening individuals and organizations than in other goal areas, in part because they tended to feel that they and their own organizations are strong and in part because MEV's core interventions thus far had focused on eliciting change and the individual and organizational level. Cohort members rated organizational capacity within movement as "very strong" at thinking strategically and engaging in social change strategies, but in most cases they seemed to be thinking fairly exclusively of their own organization. Cohort members were less positive about the movement's use of shared leadership models, awareness of identity, and alignment of mission and practice, though respondents were generally more positive about the presence of these dimensions within themselves or their organization than they were of the movement as a whole.

Outcome Area	Core Findings
Organizational capacity to think strategically and engage in social change strategies	• Nearly all respondents stated that their organizations had developed distinct social change strategies, in that they are responsive to the needs of their local communities and use non-traditional approaches in order to facilitate change. A few members of the cohort, however, noted that resources limitations frequently constrain their ability to actualize social change strategies.
Collaborative, shared leadership models	• Although more than two-thirds of cohort members' organizations use shared leadership models, cohort members said that shared leadership is much less common in coalitions, alliances, and partnerships within the movement.
Enhanced awareness of self and social identity	• Cohort members described that they and their organizations are engaged in an ongoing process of figuring out issues of identity, particularly around intersectionality and multiculturalism. Cohort members generally felt that the movement, as a whole, is less far along in considering these issues.
Organizations develop, understand, and align mission, vision, values and practice	• One-third of cohort members said that their organizations had strong alignment of their mission, vision, values, and practice, while the remaining respondents replied that alignment was either ongoing or a challenge for their organization/or for VAWG organizations they work within the movement.
Adoption of models to best advance organizational missions and organizing work	• Less than one-third of cohort members were confident about the organizational models that they were currently using in their work. • Respondents noted a paucity of organizational models and tools, particularly for groups working with rural, Asian-American, and Native American communities. Respondents also noted that there is a dearth of models that provide a framework replicating social change work.

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Enhancing the Movement's Capacity to Advocate for Social Change

Cohort members viewed individuals and organizations within the movement as between "somewhat" and "very" strong. Cohort members rated the ability of their organizations to shift attitudes as close to "very strong," with lower rankings for the effective use of cutting-edge advocacy and researching and messaging.

Outcome Area	Core Finding
Knowledge of and Capacity to Use Fundamental and Cutting-edge Advocacy, Organizing, and Campaign Tools and Strategies	• The use of cutting-edge strategies is inconsistent, ranging from those who are highly fluent in cutting-edge advocacy strategies, those who are not at all proficient, and many in-between. — Only one-third of cohort members felt highly confident in their own use of cutting-edge strategies. — One-half said that their organizations lack the financial support and resources to implement cutting-edge advocacy strategies. — One-half said it was challenging to keep up with cutting-edge advocacy, organizing and campaign tools and strategies given the changing environment. — One-fifth of respondents said that while cutting-edge strategies do exist in the movement, they are often lacking in long-term vision.
Capacity of cohorts to gauge, target, and shift attitudes and behaviors related to gender-based violence	• Almost all cohort members felt strongly that their cohort could significantly shift attitudes and behaviors related to gender-based violence.
Effective research and messaging to inform social change efforts and support projects/campaigns	• Although a base of research and messaging exists in the movement, more than half of cohort members said that there is a strong need for the need to conduct additional research and further hone messaging in the movement. In particular, cohort members emphasized the following: — There is a need for good evaluation of VAWG programs, so that programs and policymakers have a concrete sense for what constitutes effective practices and approaches for impacting the lives of women and girls (and their communities). — Additional research needs to be conducted on how VAWG effects particular groups of women and girls (i.e. the intersection of VAWG with race, ethnicity, class, ability, immigrant status, and so on). — Messaging is inadequate, particularly in light of a media industry that broadly promotes VAWG.

Building Critical Mass within Movement and Other Movements

Cohort members generally ranked the current movement poorly when it comes to building a critical mass within the movement. The issue of intersectional framing was raised repeatedly by cohort members when discussing the development of a unified vision and shared critical analysis, because they understand that such a unified vision should be intersectional by nature.

Outcome Area	Core Finding
Increased connection and engagement with allies outside of the U.S. and usage of a global frame for ending violence against women and girls	• Although only one-fifth of the cohort said that they are already engaged in international work, members thought that international collaboration is important for the movement, noting distinctions and points of convergence between VAWG work done domestically and abroad.
The issue of violence against women and girls is framed in a more holistic, intersectional way	• Although cohort members differed somewhat in their view of whether the current VAWG movement uses intersectional framing regularly (or effectively), almost all of the cohort said that the movement needs to move significantly further in this direction. A common theme was that resources constraints and funding silos often inhibit a more intersectional and holistic approach to framing and addressing VAWG.

Engagement of Other Funders

Cohort members ranked the current funding strategy rather low, in part because they do not know anything yet about NoVo's funder engagement strategy. Cohort members did say that they deeply value NoVo's overall approach to funding and said that they are eager to learn more about the funder strategy it as the program progresses. In particular, respondents said that the foundation's holistic and long-term approach to effecting change is unique, genuine, and much needed in philanthropy broadly.

Progress to Date

The feedback from cohort members and preliminary outcomes suggest that MEV is having a rippling effect at multiple levels—the individual, organizational, cohort, and movement levels. MEV cohort members singled out what makes MEV unique is the fact that MEV has been intentional in creating a guided space to dialogue, incorporating self-care practices as an integral component and not an add-on, and promoting a holistic approach. In addition, the cohort members only had praise and excitement for those who were selected to be in the first cohort, expressing confidence in their ability to move forward with bold, ambitious goals.

- **Individual ripples**. At the individual level, cohort members are seizing the opportunity to fundamentally reexamine their attitudes, behaviors, and personal stance. The ability to step outside of situations and habits that are familiar, unconscious, or repetitive, is an opportunity to really "get above the fray." The analysis shows all cohort members are prioritizing self-care. Almost one-third of the cohort specifically talked about incorporation of physical practice into their daily or weekly regimen. More than three-fourths of the cohort are experiencing

an increased ability to lead with self-awareness. Finally, cohort members are reporting that they are making powerful connections to the Movement in ways that they had not done before.

- **Cohort Ripples**. A side-by-side comparison of the informal exchange networks reveals a number of interesting developments between Convening 1 and Convening 2. First and most importantly, all individuals in the network are now connected to each other, whether directly or indirectly through others. Second, the shape of the network has shifted with some individuals connected via a single tie to a more balanced and rounded network, with individuals connected to the network in multiple ways.

- **Organizational Ripples**. The impacts at the organizational level have taken many forms. Almost all (12 of 15) of the cohort members described sharing knowledge and tools learned at the first convening their staff and board; and working to create a different kind of workplace and organizational culture. Most importantly, they reported undergoing a process of reexamining how, as an organization, they are organized to do their work internally and externally with key partners.

- **Movement Ripples**. While it is still very early to impact the movement level outcomes identified in the MEV logic model, cohort members' enthusiasm about the MEV program has motivated them to apply their learnings with their partnership with others and to also become spokespeople for MEV. Specifically, cohort members are reporting outcomes such as seeing potential for the vision of beloved community advanced within the movement. They are using Forward Stance to improve coalition building and work with partners. Most powerfully, a number have already started to disseminate and engage others around the goals of MEV and vision of beloved community.

Implications for Moving Forward

Below, we highlight recommendations from cohort members and other initiative stakeholders related to the overarching design of the MEV initiative that will be useful to consider when planning for subsequent cohorts. We seek to inform the questions: What are major challenges and lessons learned about designing and implementing a large scale, multi-year movement building initiative such as this one? What are the challenges of ensuring that this initiative's implementation mirrors the movement building process?

Overarching Design Considerations

- **Build 'spaciousness' into retreats and initiative activities.** While acknowledging that there is a strong desire to take advantage of the limited time that the cohort has together, it was generally felt that there needed to be more of a balance between structured and unstructured exchanges.

- **Put cohort members in the "driver's seat."** To facilitate for a smooth "transfer of ownership," cohort members suggested that the MEV project should encourage cohort members to truly "hash out" some key pieces of the initiative on their own,

including elements such as the role of cohort members in further developing the website or in shaping the purpose and design of various elements.

- **Create the space to hold "critical dialogues" and to come to agreement about how much consensus is necessary to move forward**. Cohort members are eager to move into the "it" of the work, particularly as it relates to the thornier issues within the VAWG movement. Has the cohort developed enough trust in each other to have these discussions? How much consensus is necessary in order to move forward effectively? These are key questions for MEV faculty to consider moving forward.

- **Conduct a mapping of the landscape.** Cohort members indicated that there is a need for MEV participants to "understand more" about their relationships and "the landscape" within which they all operate, where they have connections and influence. Gaining greater insight into their environment would strengthen their ability to move forward.

- **Create opportunities for cohort members to begin to identify and work on shared collaborative projects**. There is a strong sense of urgency within the group to "dig in" and get started on a joint project or activity. Having clear projects for them to work on could help promote relationship building and a sense of purpose.

- **Provide a clear sense of the less developed MEV components and the vision for engagement after the first program cycle is done.** In the spirit of forward thinking, a number of cohort members expressed interest in what lies ahead. Some are interested in how the funder engagement strategy will roll out and others are interested in their role once their official program participation time has ended.

Supporting Cohort Members
- **Continued attention to the need to create a sense of safety and to build relationships**. A few of the cohort members indicated that they felt somewhat isolated or 'detached' from the cohort during the first convening. This was due to (1) a perceived generational gap within the cohort, (2) an ideological and power gap between those whose organizations are from the "center" of the VAWG movement and those whose organizations are more from the margins, and/or (3) a reluctance to give away "trade secrets."

- **Negotiate the right level of engagement for participants with an effort to keep cohort members more engaged between retreats**. Despite feeling as though they had limited time to engage, several cohort members said that they felt detached from the initiative and wished that they had a better way to stay connected to their fellow participants between retreats (e.g. conference calls, check-ins, online exchanges).

Building the Capacity of Organizations
- **Make it clear how and when cohort members are supposed to share back MEV strategies with their organizations**. Most of the cohort members have begun to integrate MEV concepts into the work of their organizations. Yet,

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colleague interviews suggest that there is often not a systematic strategy for cohort members to share back MEV learnings with their colleagues and that the process is somewhat hit and miss, depending on how busy the cohort member is. MEV can ensure better transfer of information through preparing key talking points to debrief with their staff.

- **Focus on a strengths-based approach to build the cohort's movement leadership.** The baseline data also show that the cohort possesses many intangible strengths from the very beginning of the initiative that make them well suited to take on complex, "adaptive challenges." More time and effort needs to be devoted to mapping the cohort members' assets, organizations, and vast networks so that their strengths can better leveraged in the movement building work.

- **Place a strong focus on building technical capacity, particularly use of technology and media**. Our findings on the baseline capacities of the cohort members and their organizations suggest that quite a few of the cohort organizations need support in key technical capacity (e.g., fundraising, marketing, program evaluation, technology, and outreach) and this is particularly true for the smaller organizations.

- **Share organizational social change models with cohort members, particularly those that are tailored to particular populations.** Some cohort members noted the paucity of both shared leadership models and organizational models especially for groups working with rural, Asian-American, and Native American communities. Attention to these areas can help address leadership burnout and engage diverse, new stakeholders within the movement.

Advancing the Movement

- **Create clear branding and messaging about MEV that will make it easy for cohort members to share consistent information about MEV with the broader movement**. Although several cohort members have taken it upon themselves to talk about MEV with the broader movement, others struggled with how to frame information about MEV.

- **Construct a vision for the movement that is as "concrete" as possible**. Many cohort members really benefited from constructing a vision for a "beloved community" during Cohort 1. One third of cohort members, however, said that they longed for a more "concrete" notion of beloved community that also articulates tangible goals for the movement.

- **Clarify the roles of different types of organizations in the movement**. After the first convening, several of the cohort members from larger mainstream organizations felt unsure as to how others viewed their role within the movement. The strong focus on bringing voices from the margin to the center is crucial, but doing so does not discredit or discount the work of bedrock VAWG organizations at all levels. Is there a role for large nonprofit organizations in the movement? If so, what are those roles?

- **Think through a strategy for reaching out to non-VAWG organizations and movements**. While acknowledging that there is considerable work to be done to align movement actors within the VAWG movement both domestically and internationally, several of the cohort members stressed the importance of reaching out beyond the VAWG movement in order to get the word out and build synergy with other efforts.

In conclusion, the MEV program is always attuned to the feedback and needs of the participants. The MEV staff and faculty have used real time feedback effectively to plan ahead and to incorporate learnings into the program design and redesign. Participants have benefited greatly from the MEV programs' willingness to experiment and to "get it right." The candid feedback to date has been overwhelmingly positive. In the short time since this initiative has been launched, the participants have reported notable ripples penetrating through the individuals, organizational, cohort, and movement levels. By all accounts, the MEV program is on track to take the cohort on the global site visit to deepen their thinking and strategic planning and to ready them to make considerable advancements in the movement to empower women and girls and to end violence.

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I.   INTRODUCTION

Around the world, girls and women are deeply undervalued. But what we are so heartened and hopeful by is what women and girls are capable of doing when they are seen and invested in. Girls and women heal and grow strong, and then go out and heal, help, and invest in the health of their families and communities. They create more positive and lasting change.

That girls and women are marginalized and victimized by violence is no secret…What is not recognized as often is the potential girls and women have— once free from violence—to bring about social transformation.

- *Peter and Jennifer Buffet, NoVo Foundation*

With launch of the unprecedented Move to End Violence (MEV) initiative in May of 2011, the NoVo Foundation demonstrated not only its intention to address one of society's most pressing issues, but also stood by its belief, illustrated in the quote above, in the power and potential of women and girls as undervalued assets in our society. Social Policy Research Associates (SPR) is pleased to submit this baseline report to provide a comprehensive snapshot of the first cohort and the broader movement at the launch of the 10-year initiative. In addition to describing the cohort members and their organizations at the beginning of their participation in MEV, we also present our analysis of the cohort members' reflections on the major outcomes targeted by the initiative. The report is also designed to provide feedback on progress to date and considerations as the initiative moves forward with its implementation.

In this introductory chapter, we provide background information on the structure of the MEV initiative, the evaluation framework and methods, and an overview of the report.

About MEV

Move to End Violence is a 10-year initiative designed to strengthen the collective capacity of the movement to end violence against girls and women in the United States. The Initiative is designed to make deep investments in and have an impact at the individual, organizational, and movement levels. Hallmarks of the program include: (1) convenings set in restorative, nurturing, and natural settings; (2) an emphasis on self care and strategic thinking; (3) physical practice and

experiential learning; (4) exchanges with inspiring leaders (e.g., through fireside chats); (5) an international convening to learn from and with allied organizations and movements; (6) learning that is participant-directed, relevant, and integrated in daily work; (7) time, space, and technology to foster community and collaboration; (8) general support and organizational development grants for participating organizations; and (9) value of openness and sharing with members of the broader community. In addition to these elements, key cornerstones of this initiative include a comprehensive focus on transformative leadership development, organizational development, movement building, and social change. Appendix A presents the MEV Theory of Change, which outlines the assumptions, goals, strategies, and desired outcomes of this initiative.

The Initiative has been designed as a series of five cohorts, each on a two-year cycle that is connected to and builds upon the work and experience of the cohorts before. The cohort experience is designed to be extremely intensive. Each cohort is expected to come together in a remote setting six times over the course of 21 months, and engages in work between the convenings as well. The sixth and final convening in each cohort cycle is designed by the cohort and is intended to be open to other members of the movement to end violence against girls and women. Over the life of the program, as many as 100 individuals from a wide range of organizations will participate in the intensive cohort experience. Extending beyond the cohort members, the MEV initiative seeks to involve a broader network of participants through movement convenings and other opportunities for discourse and exchange. To comprehensively tackle the issue of violence against women and girls, the MEV initiative focuses on three approaches: investing in individual leaders, supporting innovative organizations, and advancing the broader movement:

- **Investing in Visionary Leaders**. The initiative creates space for individual participants to reflect on the movement's history, as well as critically examine what work and linkages have yet to take place. MEV also provides cohort members with the opportunity to strengthen their leadership and advocacy skills and to envision effective strategies for achieving lasting social change. Through exploring practices that sustain and enhance their impact, cohort members can build a stronger community with local, national, and global social justice leaders. In addition to the hallmarks of the program listed above, other program components that support individual leaders include: training and facilitation by experts in transformational leadership development, social change, and movement building; the development of a peer learning community, including peer coaching; and the opportunity to develop and integrate self care practices into life, work, and organization.

- **Supporting Innovative Organizations.** With the understanding that large-scale social change cannot be achieved through visionary leadership alone, the MEV program also supports strategic collaboration of well-resourced organizations to

create lasting change. To this end, organizations with a staff person in the cohort receive a range of supports, from funds to organizational development and training. The program is designed so that all of the learnings are relevant and can be applied to the organization—ultimately strengthening the organization's capacity to end violence against girls and women. Specific supports include:

- A two-year general support grant: in support of cohort members' organizational development (OD) work

- A one-time organizational capacity-building grant: To receive the organizational development grant, key organizational leaders and staff take an online organizational assessment (the CCAT and A-CAT), work with a coach to analyze the results and prioritize needs, submit a proposal to the NoVo Foundation for organizational development (OD), and complete their proposed OD project.

- Opportunities for future support: By participating in the Initiative, organizations are also eligible to submit future proposals for collaborative social change campaigns and may benefit from NoVo's efforts to attract more funders to this field.

- Training on self-care and strategic thinking: Participating organizations are offered a two-day self care and strategy session for staff that explores the linkages between sustainable practices and the ability to think and act strategically.

- **Advancing the Movement**. The Initiative is intentionally designed to make deep investments in a select group of individuals and organizations. Over the course of the 10-year initiative, the plan is to grow the group to approximately100 individuals and organizations. The intent is for the impact of the deep investment to be felt beyond those who actually participate in the cohort experience. The work of the cohort will ripple outwards to influence the theory, strategy, and action of the broader movement. The MEV program places a value on collaboration and openness. Based on to the leadership and direction of the cohort participants, the cohort will share its thinking, progress, and work products to advance the movement. Finally, the sixth convening, which is designed by the cohort participants, is intended to be a vehicle for engaging the broader movement community.

The pilot cohort (2011-2012) is made up of 15 leaders from across the United States chosen because of their vision for ending violence against girls and women, capacity for leadership, and passion for social change. Information on the selection criteria and background information on Cohort 1 is summarized in Chapter II. Exhibit I-1 below summarizes of the MEV Timeline from the research and development stage in 2009 through the end of the pilot cohort in December 2012.

Exhibit I-1:
MEV Timeline

MOVE TO END VIOLENCE TIMELINE

Research

2009

June - December 2009
130 Stakeholder Interviews conducted to develop Design Principles

Design Phase

2010

January - December 2010
Program Design Wireframe Development for Cornerstones

February 2010
Theory of Change Development

March - May 2010
Logic Model Development

August 2010
Evaluation Plan Development

March 2010
Convening of Advisory Committee

September 2010
Convening of Advisory Committee

2011

January - April 2011
Program Integration Faculty Meetings & Convening (April 2011)

Nov 2010 - April 2011
Cohort 1 Recruitment & Selection

Oct 2010 - May 2011
Branding and Web site Development and Launch

Implementation Phase

2012

May 2011
Program Implementa-tion

May - December 2012
Ongoing Program Integration

Faculty Meetings & Convening (March 2012)

COHORT CONVENES

VISION
May 15-20, 2011

INTERNATIONAL
Jan 30-Feb. 10, 2012

TRANSFORMATIVE LEADERSHIP DEVELOPMENT
Sept. 12-16, 2011

SOCIAL CHANGE
June 5-8, 2012

SOCIAL CHANGE
Sept. 11-14, 2012

MOVEMENT CONVENING
Dec. 3-7, 2012

MAY 2011 | SEPTEMBER 2011 | JANUARY 2012 | JUNE 2012 | SEPTEMBER 2012 | DECEMBER 2012

Self care & strategic thinking June-Aug. 2011

Peer coaching & organizational development assessment Oct.-Dec. 2011

Storytelling & organizational development Feb.-May 2012

Practicum & organizational development work June-Aug. 2012

Cohort collaboration & organizational development Sept.-Nov. 2012

INTERIM WORK

About the Evaluation

Our overall approach is driven by a dual focus on capturing the multi-level outcomes of NoVo's investment in the Movement Building Initiative while simultaneously drawing out key learnings emerging from this innovative field-building project. SPR designed the evaluation to allow for flexibility in making mid-course changes to ensure that our efforts can evolve with any changing directions that MEV work may take.

Evaluation Questions

Our evaluation is guided by several core evaluation questions, which frame our data collection and analysis for the evaluation. The questions are organized according to the major MEV goals. Because this work is pioneering, these questions are framed as both learning and evaluative in nature.

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Exhibit I-2:
Evaluation and Learning Questions

Aligning the movement

1. How has this initiative helped to facilitate the development of a common vision for the movement that is deeply embraced by promising leaders and that uses critical race, class, and gender analyses?

2. How does this Initiative build upon past work while also clearly demonstrating forward motion on ending violence against women and girls?

Strengthening Individuals and organizations in the movement

3. To what extent has the initiative promoted a healthy, thriving movement by experientially increasing the capacity of individuals and organizations to end violence against women and girls?

4. What is the nexus between individual leaders' increasing self-awareness, better articulation of movement values in organizations' mission, vision, and values, and leaders' ability to advance to the movement?

Enhancing the movement's capacity to advocate for social change

5. How has this initiative promoted and equipped participants to use cutting-edge social change theories and tools as the primary strategy to advocate for ending violence against women and girls in the U.S.? What skills, knowledge, and strategies are leaders using as a result of the trainings?

6. What partnerships and collaborations are forming as a result of this initiative?

Building critical mass within the movement and other movements

7. To what extent has the initiative mobilized a critical mass of transformed leaders and organizations such that the movement's narrative and direction is impacted and incorporates global perspectives and cross-movement collaboration?

8. How does the MEV Initiative help those in the movement feel connected and engaged? How do those within the large movement feel about this Initiative?

Integration of Cornerstones and Impact of Collaboration

9. What are the interactions among the various levels, i.e., individual, organizational, network/movement levels? How do changes at certain levels affect other levels?

10. What is the impact of the collaborative work of Movement Building Initiative participants?

Engagement of other funders

11. How well has a funder engagement strategy informed and generated greater interest and investment in the work of the movement to end violence against women and girls (VAWG)?

12. Under what circumstances can a movement be shaped or changed by a funder? What would need to be in place for a funder to shape the movement? What can be learned about a funder's most strategic role in advancing a movement from the ground up?

Challenges and Lessons Learned

13. What are major challenges and lessons learned about designing and implementing a large scale, multi-year movement building initiative such as this one? What are the challenges of ensuring that this initiative's implementation mirrors the movement building process?

14. How is this initiative promoting longer-term sustainability of the movement's leadership and work?

Data Sources

Following are key sources of data that informed the baseline data analysis and report:

- **Observation and Documentation of Cohort 1's Convening 1 on Visioning**. SPR attended and observed the first meeting for Cohorts 1. Our observation of the convening informed the evaluation at two levels. At the participant level, SPR gained insight into how these convening are customized to address and leverage the diverse backgrounds of participants/grantees. At the Initiative level, SPR observed how the MEV initiative's iterative process of supporting multiple cohorts builds upon one another to help network, coordinate, strengthen, and build the broader movement.

- **Convening 1 and 2 Summary and Analysis and Post-Convening Debriefings**. Almost immediately after the convening, we participated in program faculty debriefings. Building upon graphic recording and our more detailed notes, we summarized highlights of the meeting and analyze what worked, what did not work for the participants, emerging outcomes, and considerations for the next phase of the project. This summary also included: (1) training evaluations completed by the participants; and (2) completed faculty reflections.

- **Interim Work: Self Care & Strategic Thinking Workshops**. To gain a sense of the interim training and work, we participated in a self-care training provided by Norma Wong and Pua Burgess to the API DV Institute. Post-training for all of the grantees, we debriefed with the training team on how these sessions went and their assessment of the participants' needs, skills, capacities, and progress. We also reviewed the curriculum development, participant handbook, completed faculty reflection forms, and other materials provided by the trainers.

- **Document Review**. As will be conducted throughout the entire initiative, we coordinated with the faculty to gather, review, and leverage documents already generated to gain a deeper understanding and track progress of the Initiative and its participants. To date, these documents have included (1) background documents on the participant selection process for each of the cohorts, including prequalifying application materials, and participant application forms; (2) faculty's reports to NoVo/MEV; (3) available documentation of the first and second convenings; and (4) MEV initiative program content (e.g. curricula, worksheets, readings) and developed tools.

- **Quantitative Data**: Prior to Convening 1 and between Convening 1 and Convening 2, the following quantitative data were collected and are used as data sources in this baseline report:

  - *360-degree leadership assessments*. We collaborated with the Rockwood Leadership Institute to receive individual-level 360-degree assessment results from participants. Such individual-level data set a baseline for leadership capacity in the pilot cohort at baseline and will allow for deeper analysis of program impact on individual participants at the end of their participation.

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- *Core Capacity Assessment Tool (CCAT).* To gain insight into organizational capacity, we analyzed organizational CCAT scores prior to participation in any OD consultation. The results presented in the baseline report provide deeper insight into the pilot cohort organization's strengths and weaknesses.[1]

- *The social network survey.* We also administered a social network survey at the beginning of the pilot cohort to set a baseline for measuring changes in the depth and nature of cohort's relationships with each other and the movement over the course of their participation in the MEV initiative.

- **Baseline interviews with cohort participants and colleagues from their organizations**. From August to early September of 2011, we conducted telephone interviews with the cohort member and one leader nominated by the cohort member (e.g., an executive director, project director, or board member) at beginning of the first cohort. The goals of these interviews were to document reasons for applying to MEV, cohort members' feedback on the events to date (Convening 1 and the Self-Care and Strategic Thinking workshop), and recommendations for improvements in the MEV program. It is important to note that because all of the cohort interviews occurred before Convening 2, the qualitative interview data presented in this report emphasized feedback on the MEV program prior to cohort members' experience of the Rockwood Leadership training in Convening 2.

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[1]   The original evaluation plan included analyzing baseline data collected with the Advocacy Core Capacity Assessment Tool (A-CCAT), a supplement to the CCAT designed to capture additional capacities that are unique to policy and advocacy organizations. At the time of writing the baseline report, these data were not available. We plan to submit a report addendum to summarize the results of the baseline A-CCAT results in January 2012.

Overview of the Report

In addition to this introductory chapter, this report includes the following five chapters:

- **Chapter II: The Members of Cohort 1**. This chapter provides an overview of the members of the first cohort, including (1) key individual characteristics and backgrounds, (2) their reasons for applying, and (3) information on their organizations.

- **Chapter III: Baseline of Cohort 1 Individual- and Organization-Level Outcomes**. This chapter provides a summary of (1) leadership characteristics (2) organizational capacity, and (3) connections to the movement and to each other.

- **Chapter IV: Baseline of Initiative Level Outcomes**. This chapter presents key evaluation findings for the 15 initiative outcomes under the five major areas targeted by the Initiative: (1) aligning the movement, (2) strengthening individuals and organizations, (3) building the movement's capacity for social change, (4) enhancing critical mass within and other movement, and (5) engagement of other funders.

- **Chapter V: Progress to Date.** In this chapter, we present key findings based on participants' feedback to date on the program and discuss preliminary outcomes as they relate to ripples occurring at the individual, organizational, cohort, and movement levels.

- **Chapter VI: Implications for Moving forward**. This final chapter surfaces implications as they pertain to (1) program design for future cohorts, (2) supporting current cohort members, (3) building the capacity of organizations, and (4) advancing the movement.

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II. THE MEMBERS OF COHORT I

When I got the announcement about the [MEV] initiative, I was just
excited about the possibilities. It sounded like a very thoughtful,
intentional initiative. I mean, this is the work that I do every day, and [the
MEV initiative] just really sounded, honestly, too good to be true.

- *Joanne Smith, Girls for Gender Equity*

The MEV initiative represents a unique and unparalleled opportunity for VAWG movement leaders and organizations, as it seeks to build transformational movement leadership, both at the individual and organizational level. The MEV design team thought hard about who to engage in the initiative, seeking out existing or emerging leaders who are "innovative, committed to their own personal development, and who have a movement mindset." The initiative looked for individuals who have "a demonstrated track record of being open, trying new things, transforming, and collaborating" and who do not have a history "nay-saying, gate keeping, or blocking innovation."[1] This chapter provides an overview of the MEV selection process and the members of cohort one.

Selection Process

To find a good mix of cohort members to realize the potential of this initiative, the NoVo Foundation and the MEV staff[2], dedicated several months to developing the criteria for the cohort members and their respective organizations. Early on in the design phase, they coined the term "sparks" to characterize the types of leaders that MEV wanted to engage in the initiative. Sparks are "innovative, creative, fiery, energetic" personalities and organizations that are "committed to a world without violence." In the textbox below is a list of the characteristics of a "spark," both and the individual and organizational level.

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[1] Excerpted from document titled; NoVo Foundation Movement Building Project, January 2010.

[2] The team responsible for the selection process, which included the NoVo Foundation and MEV staff, gathered input from the Design Team (Norma Wong, Movement Strategy Center and SPR), and the Advisory Group.

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> ### Criteria to be a "Spark" in the Movement[3]
>
> #### *Individual*
> - Energized by and ready to commit to NoVo's initiative
> - Aligned with NoVo's mission and vision
> - Committed to building a social change advocacy movement
> - Innovative
> - Visionary
> - Possessing dynamic leadership potential
> - Willing to take risks; has an adventurous spirit
> - Has appreciation for the group
> - Respected within community
> - *Has demonstrated collaboration, is known as a coalition builder
> - *Has demonstrated leadership, both within and outside organization
> - *Rooted within or has earned credibility in marginalized communities
>
> #### *Organizations*
> - Energized by and ready to commit to NoVo's initiative
> - Aligned with NoVo's mission and vision
> - Commitment and capacity to do social change advocacy
> - Participation of individual(s) is supported by organizational leadership and board
> - Willing to take risks
> - *Centralized leadership of women and girls
> - *Uses varied and/or blended approaches
> - *Connects with and/or roots itself in other social justice issues and movements
> - *Offers replicable approaches and practices

The goal of the recruitment process was to find and engage a "pivotal, transformative group of leaders" from VAWG organizations that have an advocacy or social change focus. The application process was "open," but the faculty team relied heavily on existing networks of the NoVo foundation, advisory committee, and other key stakeholders to distribute the application and to get the word out about the opportunity. In the end, MEV received over 150 applications, 140 of whom were within "three degrees of separation," meaning that they were referred to the program by a faculty member, advisory committee member, or someone that the faculty knew.

The selection process occurred over a series of days and during in-person meetings between NoVo and MEV staff. In the selection process, faculty members measured individual leadership factors with factors that would lead to the creation of diverse and balanced cohort, including race/ethnicity, organizational budget size, geography, organizational approach to social change, and that address the various issue-area "silos" within VAWG movement. NoVo conducted Skype interviews with their top 31 applicants, conducted site visits to four applicant organizations, and also conducted phone calls with organizational staff to ensure that cohort members had the full support of their organizations. Faculty members paid special attention to creating a diverse cohort and to selecting a balanced group of organizations, with an eye towards

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[3] The criteria that are marked by asterisks are important qualities and should be seen in the majority of participants, but they do not necessarily have to be exhibited by every single spark.

selecting leaders from broad social change organizations and from organizations that represent marginalized voices with the VAWG movement.

Exhibit II-1:
Characteristics of Applicants and Cohort Members

Characteristics	Applicants	Cohort Members
Gender	• **Female: 95%** • Male: 5%	• **Female: 88%** (14 cohort members) • Male: 12% (2 cohort members)
Race/Ethnicity	**40% of applicants: people of color** 60%: white	**75% of the cohort: people of color** 25%: white.
Age	As shown below, there was a wide distribution of age groups among the applicant pool. • Under 30: 12% • ***31-35: 21%*** • 36-40: 12% • 41-45 13% • ***46-50: 15%*** • 51-55: 12% • 56-60: 9% • 61-65: 4% • 66-70%: 1%	There was also a good distribution of age groups selected for the cohort: • Under 30: 13% • ***31-35: 25%*** • 36-40: 13% • 41-45: 13% • 46-50: 6% • ***51-55: 19%*** • 56-60: 13%
Budget of Organization	52% of the applicants' organizations have annual budgets under $1 million, with the highest majority (29%) under $500,000. • ***Less than $500,000: 29%*** • ***$600,000 - $1million: 23%*** • $1.1million -$1.5million: 13% • $1.6million-$2million: 4% • $2.1million-$2.5million: 8% • $2.6million-$3million: 1% • $3.1million-$3.5million: 5% • $3.6million and above: 16%	Most of the cohort members' organizations have annual budgets under $500,000, with the next largest subgroup having budgets ranging from $600,000-$1 million. • ***Less than $500,000: 31%*** • ***$600,000 - $1million: 19%*** • $1.1million -$1.5million: 6% • $1.6million-$2million: 6% • $2.1million-$2.5million: 6% • $2.6million-$3million: 6% • $3.1million-$3.5million: 13% • More than 10.1 million: 13%
Geography	Applicants from 38 states and Washington D.C. applied for the initiative, with the largest percent of applicants from California (13%) and New York (18%).	Cohort members and their organization's span seven states as well as Washington D.C Most cohort members are from New York (6). California, D.C. and Minnesota are each represented by two cohort members, and Massachusetts, New Mexico, Pennsylvania, and Washington state are each represented by one cohort member.

As highlighted in Exhibit II-1, the NoVo Foundation and the MEV staff were successful at recruiting a diverse group of individuals and organizations to participate in the MEV initiative.

One key goal of the initiative was to select leaders from organizations that bridge the different fields within the VAWG movement, including organizations that focus on domestic violence, sexual violence, child sexual violence, and sex trafficking. The focus on helping to bring the "margins to the center" is exemplified by the intentional inclusion of diverse voices, including five organizations that address VAWG within particular ethnic or racial communities, two organizations focused on changing male attitudes about VAWG, and one labor rights organization and one criminal justice advocacy organization that address VAWG issues as part of a broad social change agenda.

Cohort Members and their Organizations

The diagram below presents a snapshot of information about the cohort members that highlights the diversity and level of experience that each individual brings to the cohort, as well size and social change mission of their organization. Note that one cohort member presented here, Rachel Lloyd, withdrew from the MEV initiative after the first convening.

Cohort Member: Aimee Thompson, Executive Director *Years at org:* 9 *Years in movement:* 20

Organization: Close to Home *Org age:* 9 *# of Staff:* 15
Mission: To foster community-wide responsibility to prevent and respond to domestic and sexual violence.

Cohort Member: Beckie Masaki, Associate Director *Years at org:* 1 *Years in movement:* 28

Organization: Asian & Pacific Islander Institute on Domestic Violence *Org age:* 11 *# of Staff:* 4
Mission: To eliminate domestic violence in Asian and Pacific Islander communities.

Cohort Member: Corrine Sanchez, Executive Director *Years at org:* 8 *Years in movement:* 15

Organization: Tewa Women United *Org age:* 22 *# of Staff:* 12
Mission: To provide safe spaces for Indigenous women to uncover the power, strength, & skills they possess to become positive forces for social change in their families & communities.

Cohort Member: Dorchen Leidholdt, Director-Battered Women's Legal Services *Years at org:*16 *Years in movement:*35

Organization: Sanctuary for Families, Inc. *Org age:* 25 *# of Staff:* 150
Mission: To ensure the safety, healing and self-determination of victims of domestic violence and related forms of gender violence.

Cohort Member: Joanne Smith, Founder and Executive Director *Years at org:* 10 *Years in Movement:* 12

Organization: Girls for Gender Equity *Org age:* 9 *# of Staff:* 17
Mission: To improve the physical, psychological, social and economic development of girls and women and to remove barriers and create opportunities for girls and women to live self-determined lives.

Cohort Member: Leiana Kinnicutt, Senior Program Specialist *Years at org:* 7 *Years in Movement:* 10

Organization: Family Violence Prevention Fund *Org age:* 31 *# of Staff:* 35
Mission: To prevent violence within the home, and in the community, to help those whose lives are devastated by violence because everyone has the right to live free of violence.

	Cohort Member: Nancy Nguyen, Branch Manager **Years at org:** 2 **Years in Movement:** 5
	Organization: BPSOS-Delaware Valley **Org age:** 30 **# of Staff:** 6
	Mission: To empower, organization and equip Vietnamese individuals and communities in their pursuit of liberty and dignity.

	Cohort Member: Nannette (Nan) Stoops, Executive Director **Years at Org:** 13 **Years in Movement:** 30
	Organization: WA State Coalition Against Domestic Violence **Org Age:** 20 **# of Staff:** 19
	Mission: To mobilize their member programs and allies to end domestics violence through advocacy and action for social change.

	Cohort Member: Neil Irvin, Executive Director **Years at Org:** 11 **Years in Movement:** 11
	Organization: Men Can Stop Rape **Org Age:** 31 **# of Staff:** 35
	Mission: To mobilize men to use their strength for creating cultures free from violence, especially men's violence against women.

	Cohort Member: Patricia (Patti) Tototzintle, Chief Executive Officer **Years at org:** 11 **Years in Movement:** 18
	Organization: Casa de Esperanza **Org age:** 28 **# of Staff:** 32
	Mission: To mobilize Latinas and Latino communities to end domestic violence.

	Cohort Member: Priscilla Gonzalez, Director **Years at org:** 7 **Years in Movement:** 15
	Organization: Domestic Workers United **Org age:** 10 **# of Staff:** 3
	Mission: To organize for power, respect, fair labor standards and to help build a movement to end exploitation and oppression for all as an organization of Caribbean, Latina and African nannies, housekeepers & elderly caregivers.

	Cohort Member: Rachel Lloyd, Founder and Executive Director **Years at Org:** 13 **Years in Movement:** 14
	Organization: Girls Education and Mentoring Services (GEMS) **Org age:** 13 **# of Staff:** 0
	Mission: To empower girls and young women, ages 12-24, who have experienced commercial sexual exploitation and domestic trafficking to exit the commercial sex industry and develop to their full potential.

	Cohort Member: Shakira Washington, Associate Policy Director **Years at org:** 2 **Years at Movement:** 6
	Organization: Rebecca Project for Human Rights **Org age:** 8 **# of Staff:** 9
	Mission: To advocate for justice, dignity, and policy reform for vulnerable women and girls in the United States and in Africa.

	Cohort Member: Suzanne Koepplinger, Executive Director **Years at org:** 7 **Years in Movement:** 18
	Organization: Minnesota Indian Women's Resource Center **Org age:** 26 **# of Staff:** 40
	Mission: To empower American Indian women and families to exercise their cultural values and integrity, and to achieve sustainable life ways, while advocating for justice and equity.

	Cohort Member: Tamar Kraft-Stolar, Director-Women in Prison Project **Years at org:** 9 **Years in Movement:** 9
	Organization: Correctional Association of New York **Org age:** 167 **# of Staff:** 20
	Mission: To create a criminal justice system that addresses women's specific needs, protects women's rights and treats people, families and communities with fairness, dignity and respect, and to facilitate the involvement and leadership of currently and formerly incarcerated women in efforts to reform that directly affect their lives.

	Cohort Member: Theodore (Ted) Bunch, Co-Director **Years at org:** 6 **Years in Movement:** 15
	Organization: *A CALL TO MEN* **Org age:** 6 **# of Staff:** 3
	Mission: To galvanize a national movement of men committed to ending violence and discrimination against women and girls.

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Advocacy

Research

Community Engagement

Government Transparency and Accountability

Awareness building systems change

Public Policy

Leadership Advocacy Training

Training on Best Practices

Education

Political Action

Impact Litigation

Analysis of Critical Issues

Prison Monitoring

Outreach

Technical Assistance & Training

Organizing

Social Marketing

Social Service Delivery

Cultural Affirmation

Governance

Peer Education

Capacity/Leadership Development

This word map shows the categories that cohort members selected as their organizational approach to social change in their applications. The larger the word the more frequently cohort members identified this as their organizational approach, so we can see that organizations are focused on advocacy, capacity building, research and organizing.

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Individual and Organizational Goals

Through the first round of interviews, cohort members expressed their excitement and enthusiasm about the MEV initiative and the potential it has for creating change at both the individual and organizational level. By virtue of their interest in applying to this initiative, all cohort members share a desire and commitment to work on a larger-scale to end violence against women and girls. They hoped that MEV would further that cause by helping them to (1) connect with others to make a larger impact, (2) reflect and re-energize, and (3) catalyze change. Each of these themes is discussed further below.

Connect with Others

The presence of silos within the VAWG field is a common theme that cross-cut our interviews with cohort members and MEV faculty. A common hope for the MEV initiative is that it will help individuals and organizations to have a larger impact by connecting leaders across silos and encouraging a holistic and intersectional view of VAWG issues. Cohort members were drawn to the initiative by a desire for peer learning and networking, an interest in taking an intersectional approach to VAWG issues, and by the MEV focus on bringing marginalized voices to the center of the VAWG movement.

- **To engage in peer learning and networking.** As leaders within their organizations, cohort members often do not have many opportunities for professional development or the opportunity to learn from peers who they believe are "pushing the edge" of the VAWG movement through cutting edge advocacy. As Nan said, "I see MEV as a chance to learn new things – both new approaches to working on violence against women issues and also meeting new people and getting to know new organizations." A large part of the appeal of MEV is the opportunity to connect with and learn from other movement leaders and to enhance national VAWG coalitions.

- **To bridge silos and take a more intersectional approach.** A common theme across interviews was the desire to strengthen the movement by "integrating more fully across different focus areas" by creating a space where "multiple issues can come together." Cohort members are eager to learn from the diverse MEV diverse and to bring a more integrated approach back to their organizations. Patti said that 'segmentation" has become "the way that everything is done," but that MEV, "*rethink what building movements is all about, because you can't have a broad movement if we are focused so compartmentally.*"

  > *'Very often the criminal justice and anti-violence movements don't intersect in a way where they can learn and enhance each other, so I was really interested in our organization being more involved in the anti-violence community…. To inform cross-movement learning and to link the analysis, the goals, and ultimately the effort.*

- *Tamar*

- **To take a "seat at the table" for marginalized voices.** Another common theme across the interviews is a desire to bring the "the margins to the center." In that process, MEV has made sure that it include organizations working on VAWG who are ethnic and gender specific, and who approach the issues from different points of view. The high level of respect and inclusion that MEV has provided such organizations and leaders, is something that has helped to reassure these leaders that MEV "is a place to continue to learn from and to share." Nancy described this in the following way.

> *In participating with MEV, we have a seat at table. A lot of times when people are making decisions, small ethnic and language-based communities aren't involved. Because I'm at the cohort table, whatever decisions are made there, I can ensure that my community is represented. I hope that out of participation with MEV that the domestic violence world, including Philadelphia and South Jersey, will take us more seriously so that they will ensure that we're sitting at table when they're talking about domestic violence issues in Asian American communities.*

Reflect and Re-energize

A primary goal of the MEV initiative is to help address a sense of burnout and exhaustion among movement leaders that impedes innovation and slows forward movement. Cohort-members were generally attracted to the initiative's focus on self-reflection and self-care, feeling that it was an opportunity to take a step back from the day-to-day "it" of the work in order to gain perspective and a sense of strategic direction.

- **To get re-energized as a leader**. More established VAWG leaders, like Aimee Thompson, that fit this description described MEV as an opportunity "get energized to do some new thinking" and be "inspired these individual goals will support her underlying goal of "being part of a community that's going to work to create broader change." Suzanne viewed it as an opportunity that would "poke" her 'in the ribs a little bit," challenging her to grow in new ways.

> *When you are in this work for a while and committed to move a community forward, you don't always have a place to be creative, innovative, visionary. Every so often I want to think and reflect and read, all of these things I don't have time to do...*
> - *Patricia*

> *MEV was something completely different – it spoke the language that I speak in my work. More so, it provides opportunities that a lot of people in our work long to do: making space to think, to reflect, and pull back to think about why we're doing what we're doing and strategic thinking. That's why I applied.*
> - *Nancy*

- **To engage in strategic planning**. Cohort members view the time and space that MEV provides as an opportunity to develop a plan for individual and organizational change. At the individual level, cohort members like Leiana views MEV as a space to "figure out where" she "wants to be in next 10 years in terms of my role in the movement." At the organizational level, hoped that MEV would provide her with the social justice framework she needed to push her organization to the next level.

  > *I was hungry for something that would connect me with a…. larger social justice framework. It was really hard to keep in mind the 50,000 foot level when I am doing the day to day stuff here… I am a person who is really inclined to look further down the road and at a wider picture than a lot of other people. When I saw the information on [MEV] it seemed like the thing I was waiting for.*
  >
  > - *Suzanne*

  > *We…are anxious to create field level change. The opportunity to be part of an initiative that feels strategic and well-thought out and has resources behind it and that…. would help the organization think more strategically about its role to create broader movement change just seemed like a really great fit.*
  >
  > - *Aimee*

- **To define the role of individuals and organizations within the VAWG movement**. Given the movement perspective of MEV and the opportunities to work in a more intersectional way, MEV was seen as an opportunity to better define the distinct niche that particular organizations fill within the movement. Neil and Ted described that MEV provides them with an opportunity to define and "think through" the role that men and men's organizations can play within the VAWG movement. Leiana and Shakira talked about expanding the role of young women in the VAWG movement, in order to bring a fresh set of perspectives and strategies to the table. Cohort members from ethnic-specific organizations discussed the importance of including diverse community voices and assessing what their unique role is within the VAWG movement.

Catalyze Organizational Change

Across the board, cohort members expressed that they wanted to participate in MEV because the timing of the initiative coincided with a pivotal stage in their individual and/or organizational development. Cohort members talked about how they and/or their organizations are positioned to make a forward "leap" that will result in a broader impact on the movement and that MEV has the potential to be a catalyst for that forward movement.

- **To scale up the work of effective organizations**. Leaders like Joanne, Aimee, and Dorchen discussed the role that MEV could play in helping them to scale up the work of their organizations. Dorchen described MEV as an opportunity to link domestic and international work on VAWG. Joanne discussed how MEV

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could help Girls for Gender Equality (GGE) take the next step, particularly around program expansion and replication.

- **To build organizational capacity, particularly as it relates to using tools to promote advocacy**. Finally, the cohort members were eager to learn new practical skills from MEV, particular as it relates to improved use of technology, connection to national advocacy and policy efforts, and improved use of media and communication in order to move forward a social change agenda. This is something that will be discussed further in the next chapter.

As articulated throughout this chapter, cohort members view MEV as an opportunity of a lifetime, and as such there is a strong desire to take full advantage of the initiative. In the next chapter, we present baseline data on the leadership of cohort members and baseline capacities of their organizations.

III. BASELINE OF INDIVIDUAL- AND ORGANIZATION-LEVEL OUTCOMES

In this chapter, we examine individual and organizational outcomes that establish a baseline for understanding cohort members' capacities and room for growth over the course of their participation in the Initiative. In particular, we are interested in the following questions: At the beginning of the MEV journey, what were the leadership and organizational characteristics and capacities of cohort members? How connected were the cohort to each other and to the broader field? Where did cohort members and their organizations stand with respect to key outcomes in the MEV Logic Model for building the movement to end violence against women and girls?

Key to the MEV theory of change is supporting the transformation and connection of innovators and leaders in the field. Focusing first on individual and organizational capacity lays the foundation needed for strengthening the movement in two ways: developing leaders and ensuring their organizations have the capacity to support and implement their vision. Among the critical areas of focus identified during the planning stages, transformational leadership development combined with management skills and organizational development (OD) support came first, followed by social change skills and movement-building.[1]

To set a baseline for capturing individual and organizational progress over time, we drew on a range of assessment tools to measure outcomes at the beginning of cohort member's participation in the Initiative.[2] Outcome areas benchmarked at baseline include *leadership characteristics*, measured by a 360-degree review, *organizational capacity*, captured by the Core Capacity Assessment Tool (CCAT and A-CCAT[3]), and *connections to the movement and each other*, collected via a web-based social network analysis survey. The baseline outcomes

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[1]   *NoVo Foundation Movement Building Project Report.* January 2010.

[2]   Data on key outcomes at baseline for cohort members were collected between May 2011 and November 2011

[3]   Results and findings from the A-CCAT will be included in an addendum to the report; not all cohort member organizations had completed the assessment by mid-December 2011.

presented in this chapter serve multiple purposes. First, these baseline measures describe the leadership, organizational capacity, and interconnectedness of the cohort near the beginning of their two years of participation in the initiative. Second, these measures set a benchmark for understanding and describing change in the pilot cohort over time as a result of participation in the Initiative. Finally, as baseline outcomes for the MEV pilot cohort, these findings also serve as baseline of individual leadership, organizational capacity, and connections within the movement at the beginning of the 10-year initiative.

Leadership Characteristics

The Initiative's greatest investment of time and resources is in the group of individuals who comprise the cohort. While the program seeks to foster deep and trusting relationships and opportunities for collaboration among cohort members, a core focus is on developing the leadership capacities of the cohort members themselves. Across the movement to end violence against women and girls, many leaders lack formal training in leadership and management skills and suffer from burn-out and lack of self-care. In many organizations, leaders are chronically overextended and lack the space and time to reflect and be visionary while also overseeing the day-to-day operations at their organizations.[4] The Initiative supports the leadership development of cohort members through on-going and hands-on leadership training, including a convening devoted to transformational leadership, individualized coaching, and fostering connections to other leaders, innovators, and peers in the movement.

Our evaluation used the Rockwood Leadership Institute's 360-degree performance evaluation to capture baseline leadership characteristics in 15 areas, ranging from interpersonal (*treats others with respect, receptive to feedback, listens well to others*) to strategic (*creates partnerships to move forward, balances short- and long-term focus*). The 360-review was conducted in conjunction with the second convening of the Initiative, which focused on transformational leadership. Scores for each area range from 1 (almost never) to 10 (almost always). The tool also includes space for open-ended feedback on greatest strengths and greatest challenges. Individuals and their colleagues use the same assessment tool, which allows a side-by-side comparison of self- and colleague ratings. In addition to self- and colleague ratings, quartile scores are available and reflect where individuals stand in relation to their group as well as other leaders who have completed the Rockwood 360-review process.

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[4]   *NoVo Foundation Movement Building Project Report*, submitted to the NoVo Foundation by The Raben Group (January 2010).

Cohort members and their colleagues completed the 360-review process in August and September 2011, after approximately three months of participation in the Initiative. At the time of completing the review, most, but not all, cohort members and their organizations had participated in the Self-Care and Strategic Thinking training (S&S). In total, 14 of the 15 cohort members and their colleagues completed the review process,[5] with an average of seven colleagues reviewing each cohort member (ranging from seven to 14 colleagues across organizations).

Overall Findings

Average self and colleague scores reflect areas of strengths and challenges for the cohort members, illustrated in Exhibit III-1 below. Overall, cohort members and their colleagues rated cohort members highest along interpersonal and communication dimensions and lowest for balancing short- and long-term focus and accountability. Below, we highlight key findings in terms of colleague ratings, self-ratings, and differences across the two sets of ratings, as well as differences in ratings and how the cohort members compare to other Rockwood participants.
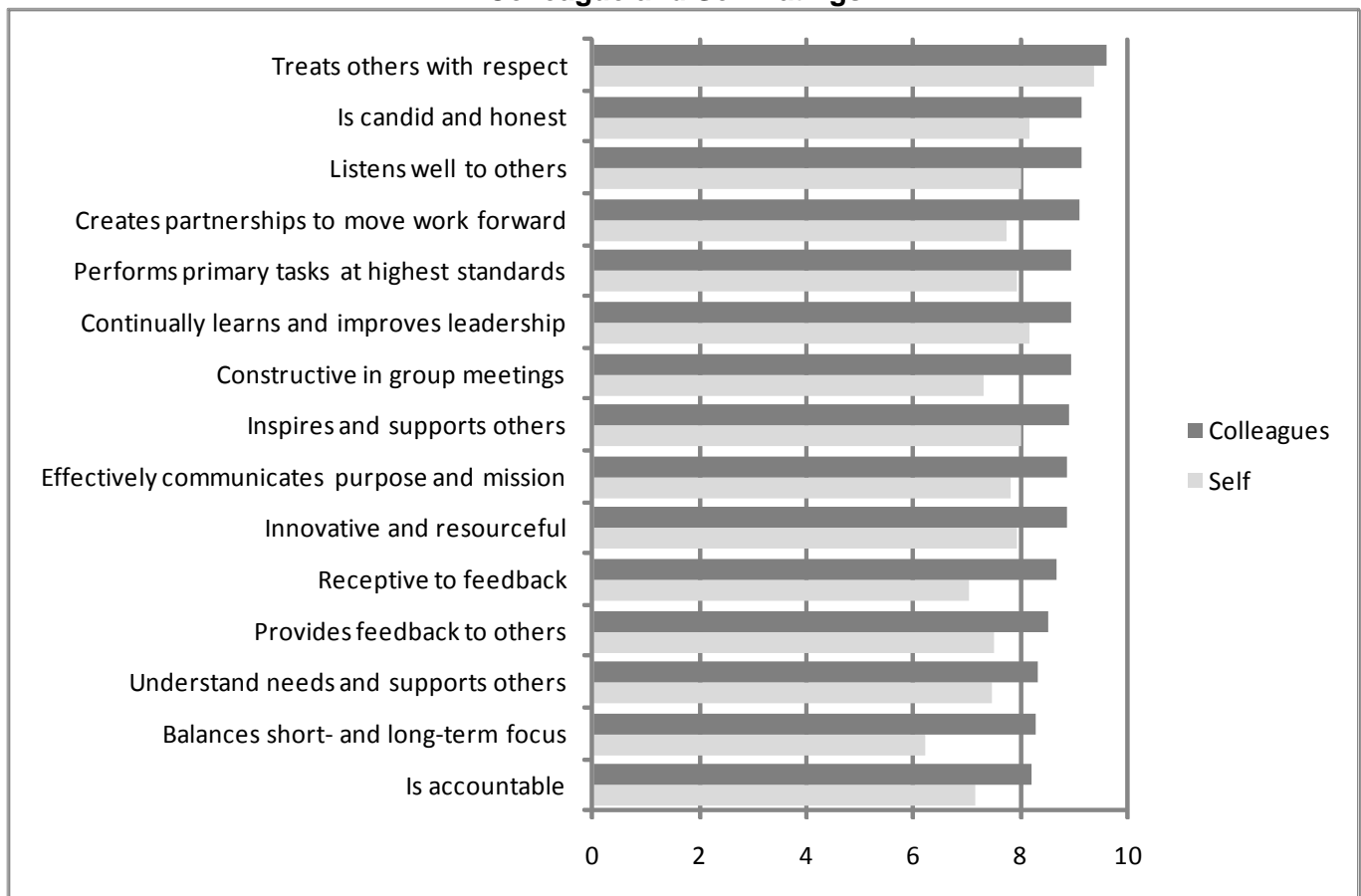
- **On average, cohort members and their colleagues identified similar areas of strengths and challenges**. Both colleagues and cohort members provided higher ratings for interpersonal and communication areas of *treats others with respect* and *is candid and hones*t. Colleagues also saw cohort members as strong in *listening well to others*, and cohort members rated themselves highly for *continually learns and improves leadership*. **Higher self-scores for *continually learning and improving leadership* reflects the drive of cohort to develop their leadership capacities**. Across cohort members and their colleagues, *accountability* and *ability to balance short- and long-term focus* were among the lowest scoring. Lower scores for *accountability*, defined as "does what they say they will do by when they said it will be done," could result from cohort members taking on more work than manageable and spreading themselves too thinly across endeavors. **Lower scores for *balancing short- and long-term focus* reflects the constant tension between being reactive in the moment (particularly in pursuit of funding opportunities) and thinking strategically about the future**, a reality described by many cohort members in their baseline interviews.

- **Cohort members generally ranked themselves lower than their colleagues along all 15 questions.** Differences in average scores between colleagues and cohort members ranged from small (0.2 points for *treats other with respect*) to large (2.0 points for *balances short- and long-term focus),* with an average of more than 1 point difference. **The overall lower self-scores suggest that many of the cohort members are their harshest critics**. In particular, cohort members undervalued their ability to *be constructive in group meetings*, *be receptive to feedback*, *create*

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[5] 360 data were not available for one active cohort member due to maternity leave.

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new partnerships to move work forward, and *balance their short- and long-term focus*. While the first two are areas of self-criticism with regard to interpersonal skills, the second two areas reflect cohort members' self-doubts regarding strategic thinking and action. Given the goals of the MEV program, it will be critical to build cohort members' confidence in these two areas in support of their emerging leadership in the movement.

Exhibit III-1: 360-Review:
Colleague and Self Ratings

- **Averages show consistent trends but also hide variation in scores**. Although the average ratings paint a consistent picture across the board, they also mask differences in cohort members' self ratings, average colleague ratings, and differences between the two sets of ratings. While colleague ratings were typically higher than self-ratings, **not all cohort members ranked themselves lower than their colleagues' average score**. On each of the questions, at least one cohort member selected a higher self score than his or her average score from colleagues. For the highest self-scoring area, *treats others with respect*, 10 of the 14 cohort members selected a higher self score than their colleagues even though the average colleague score was slightly higher than the average cohort member self-score.

- **On average, cohort members scored higher than 50% of other Rockwood participants.** Average Rockwood quartiles, which compare the cohort members to others who have participated in the Rockwood 360-review, ranged from a high of 1.5th quartile or 62nd percentile (*treats others with respect*; *creates partnerships to move work forward*) to a low of 2.5th quartile or 38th percentile (*is accountable*). For 10 of the 15 questions, on average, the cohort members scored in the top 50% of all Rockwood participants.

Organizational Capacity

Organizational capacity is key to the Initiative's approach because it provides cohort members with environments that can support them in developing and implementing their vision. For many active organizations in the movement, enhancing organizational capacity means moving out of crisis mode to more sustainable operations, a transition that provides leaders and innovators, like the cohort members, with time and space to focus on the big picture. Ways in which the MEV program provides organizational development support includes the Self-Care and Strategic Thinking training (S&S) with each organization and the coaching and organizational development project and support each cohort member receives as part of participating in the initiative.

Our evaluation drew on the Core Capacity Assessment Tool (CCAT[6]), developed by the TCC group, to provide insight into each cohort organization's strengths and weaknesses at the beginning of the initiative. The CCAT is a 146-question web-based survey that measures organizational strengths and weaknesses in four core capacity areas, *leadership*, *adaptability*, *management*, and *technical capacity*, as well as a fifth area: *organizational culture capacity*. Within each area, the assessment captures more fine-grained information for subareas, defined in Appendix B. The assessment defines the four overarching capacity areas in the following ways:

- **Adaptive Capacity:** the ability of a nonprofit organization to monitor, assess and respond to, and create internal and external changes.

- **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.

- **Management Capacity:** the ability of a nonprofit organization to ensure the effective and efficient use of organizational resources.

- **Technical Capacity:** the ability of a nonprofit organization to implement all of the key organizational and programmatic functions.

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6   Results and findings from the A-CCAT, the advocacy version of the CCAT, will be included in a future memo. These data were not available in mid-December 2011 for analysis and inclusion in the baseline report.

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For each of the 146 questions in the assessment tool, organization members rate their organization on a 5-point scale, ranging from *strongly disagree* to *strongly agree* with a neutral middle option. Based on these responses, scores on a 300 point scale are generated for each capacity area and the different subareas. Scores of 230 or greater indicate *strong* areas, scores between 190-229 indicate *satisfactory* areas, and scores below 190 indicate *challenging* areas. The assessment also provides a lifecycle score that reflects the developmental stage of the organization, along the continuum from start-up (*core program development*) to growing (*infrastructure development*) to mature (*impact expansion*).

- **Core program development:** Leading, managing, learning about, adapting and resourcing an organization's core programs. The focus of capacity building in the core program development stage is on focusing, defining, and developing the core program components of the organization.

- **Infrastructure development:** Leading, managing, learning about, adapting and resourcing an organization's operations and infrastructure to take the core programs to scale**.** The focus of capacity building in the infrastructure development stage is on putting systems in place to support smooth program operations and linking vision and mission.

- **Impact expansion:** Leading, managing, learning about, adapting and resourcing the efforts to create mission- and vision-centered community change that the core programs cannot accomplish on their own. The focus of capacity building in the impact expansion stage is on broadening the organization's approach beyond core programs to include strategic alliances, partnerships, policy and advocacy work, and further outreach in the community.

Overall Findings

Average capacity scores for the cohort's organizations were spread across *strong*, *satisfactory*, and *challenging* areas, with the majority of scores falling in the *satisfactory* range (see Exhibit III-2). Cohort organizations had 10 average scores in the *strong* range (25%), 19 average scores in the *satisfactory* range (46%), and 12 average scores in the *challenging* range (29%). None of the overall core capacities were in the *strong* range, and one overall core capacity, *technical capacity*, fell in the *challenging* range, below the 190 cut-off.

- **Organizations showed the greatest capacity in key leadership areas and management.** Three of the 10 strongest areas fell under leadership capacity: *leader vision, internal leadership*, and *leader influence*, pointing to the **cohort organizations' strong foundation for building leadership skills.** Half of the strongest areas fell under management capacity and point to the ability of the cohort organizations to ensure the effective and efficient use of organizational resources: *managing program staff*, *staff development, financial management, manager-to-staff communication,* and *program staffing*. The other two areas of greatest strength identified by the CCAT were *empowering* (organizational culture) and *environmental*

learning (adaptive). The high scores for *empowering* show the cohort members are generally supported by organizations that promote proactivity, learning, and belief in the value and ability of their staff. High scores along the *environmental learning* dimension mean that cohort organizations collaborate, network, and staying current with what's going on in the field. Taken together, these results show that the **cohort organizations provide cohort members with well-managed and empowering learning environments that support their vision and development.**

- **The most challenging capacity area was technical capacity.** Eight of the twelve average scores in the challenging range fell under *technical capacity,* including *fundraising skills, marketing skills, program evaluation skills, technology skills, facilities, overall technical capacity, and outreach skill.* **Weaker technical capacity at baseline confirms the need for organizational development work and basic skill building** in key areas like marketing, fundraising, and program evaluation, organizational needs which cohort members identified in their applications. Additional areas of challenge included: *program resource adaptability* (adaptive), *leadership sustainability* (leadership) and *programmatic learning* (adaptive). Lower scores for *program resource adaptability* and *programmatic learning* point to challenges in adapting to changes in program resources and in using program evaluation as a learning tool. Lower scores in *leadership sustainability* suggest that cohort organizations, despite supporting the vision and influence of their leaders, **do not cultivate shared leadership models and often over-rely on one leader**.

- **Results reflect aspects of the NoVo Theory of Change for strengthening the movement,** particularly issues of *leadership sustainability* and *technical capacity*. Relatively low scores in leadership sustainability reflect challenges with burn-out and creating sustainable, shared leadership models. This underscores MEV's strong focus on promoting self-care and creating spaciousness to address the leadership burnout issue. Weaknesses in key technical areas such as technology skills, outreach, and marketing skills, point to areas to strengthen the ability of individuals and organizations to use cutting-edge approaches to support social change.

- **There was great variation across organizations, and more than half of the capacity areas ranged from challenging to strong across cohort organizations.** For 23 of the 41 areas (56%), cohort organizations scored across all three areas, ranging from challenging to satisfactory to strong. Areas with the greatest range in scores were *facilities* (ranged from 108 to 282), *organizational learning* (ranged from 93 to 247), *financial management skills* (ranged from 120 to 264), *marketing skills* (ranged from 96 to 235), and *legal skills* (ranged from 146 to 282). Four of these areas fall under *technical capacity* and provide more fine-grained information about technical capacity among cohort members' organizations. Although low on average across organizations, technical capacity varied considerably from organization to organization, with some organizations scoring very low and others scoring very high. For more on variation by size and age of organization, see bullets below.

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Exhibit III-2:
Overview of Core Capacity Areas and Subareas

MANAGEMENT CAPACITY
- Managing Program Staff
- Staff Development
- Financial Management
- Manager-to-Staff Communication
- Program Staffing
- Managing Performance Expectations
- Volunteer Management
- Conveying Unique Value of Staff
- Problem Solving
- Assessing Staff Performance
- Supporting Staff Resource Needs

ORGANIZATIONAL CULTURE CAPACITY
- Empowering
- Unifying
- Re-energizing

LEADERSHIP CAPACITY
- Leader Vision
- Internal Leadership
- Leader Influence
- Board Leadership
- Leadership Sustainability

ADAPTIVE CAPACITY
- Environmental Learning
- Decision-Making Tools
- Organizational Resource Sustainability
- Organizational Learning
- Programmatic Learning
- Program Resource Adaptability

TECHNICAL CAPACITY
- Service Delivery Skills
- Legal Skills
- Technology
- Facility Management Skills
- Financial Management Skills
- Outreach Skills
- Facilities
- Technology Skills
- Program Evaluation Skills
- Fundraising Skills
- Marketing Skills

Challenging   *Satisfactory*   *Strong*

190   230

150   175   200   225   250   275

- **A few consistent scores point to shared strengths and weaknesses across participating organizations**. The highest scoring area, *environmental learning*, was also the most consistent, with all organizations scoring in the strong range above 230. Higher scores for *environmental learning* may reflect the community-based and advocacy approach of the cohort organizations, regardless of their strengths or weaknesses in other areas. Other consistently high scoring areas across the cohort members' organizations included *overall management capacity*, *internal leadership*, *staff development*, and *empowering*. Consistently low scoring areas across cohort organizations were *leadership sustainability, program resource adaptability,* and *program evaluation skills.* These areas reflect room for improvement for all cohort organizations in terms of diversifying their leadership, being adaptive to changes in funding and staff, and using program evaluation as a learning tool and to support programmatic thinking. Even among organizations with stronger technical capacity and more developed organizational infrastructure, these areas were still a challenge toward the beginning of their participation in the MEV program.

- **Collectively, the capacity scores show great potential for cohort members and their organizations to assume movement leadership roles and responsibilities.** A review of top areas where the cohort's organizations are in the "strong" range, yield the following results: environmental learning: 264, leader vision: 255, leader influence: 233, empowering: 246. These are the critical capacities that are potentially most transferrable to "movement leadership." On the flip side, given the strong focus on "advocating for social change," to build the movement, an area for attention is, as mentioned earlier, the relatively low score of 188 across the cohort organizations for outreach skills. This speaks to the cohort organizations' need to improve their outreach, organizing, and advocacy skills.

- **Relationships between scores and size and age of organization.** Scores were related to size and age of organization along a few important dimensions, including technical capacity.

  - **Size was strongly and positively related to technical capacity**. Size, measured by operating budget, was strongly correlated with higher scores in *overall technical capacity, legal skills*, *fundraising skills*, and *financial management*.[7] Although not as strongly correlated, but interesting none the less, **higher scores for smaller organizations for *organizational culture***, particularly *unifying* and *empowering*, and higher scores for small organizations for *managing performance expectations*.

  - **Age of organization was inversely related to aspects of adaptive capacity.** The only strong and significant relationship between number of years of operation and capacity were higher scores for younger organizations for *organizational learning* and *decision*

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[7] The correlations between organization's reported operating budget and *overall technical capacity, legal skills*, *fundraising skills*, and *financial management* were statistically significant and ranged from (0.59 to 0.72).

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making tools. Although not as strongly correlated, it is interesting to note that younger organizations also scored higher for *assessing staff performance and program staffing*, while older organizations scored higher for *re-energizing (*defined as open and honest communication across all levels of the organization, leading to a sense of a cohesive group identity)*, facility management, volunteer management,* and *financial management skill*s.[8] For graphical comparisons of capacity areas by budget size and years of operation, see Appendix B.

- **All but one organization was in either the *infrastructure development* or *impact expansion* life cycle stage.** Only one of the 14 organizations was classified as in the first, start-up stage, the *core program development* stage, compared with eight (57%) in the second stage, *the infrastructure development* stage, and five (36%) in the third stage, the *impact expansion* stage. In terms of life cycle stages, these results show that cohort members' organizations have moved past establishing their core programs to strengthening their operations and taking programs to scale (*infrastructure development*) and to creating mission- and vision-centered community change (*impact expansion*). Near the beginning of the MEV program, **cohort organizations were developmentally ready to engage in capacity building and bringing their programs to the next step.**

Connections to the Movement and Each Other

As an overarching and long-term goal, the Initiative seeks to support unifying and building a critical mass within the movement to end violence against women and girls. Doing so requires bringing leaders from previously separate and siloed fields together, including individuals who have never worked together and, without the MEV program, might not work together. To draw on expertise from different fields and take steps toward bridging different groups, the MEV faculty purposely selected diverse participants for the pilot cohort. For these reasons, it was not expected that cohort members would share strong ties with each other prior to their participation, but it was important to capture a snapshot of their connections to each other and the larger movement at the beginning of the program as a baseline for measuring change as a result of their participation over time.

To understand cohort members' connections to each other and to the broader movement to end violence against women and girls, we administered a social network survey at the beginning of their participation in the MEV initiative. Social network analysis focuses on relationships among actors in networks and can be used to examine both the breadth and depth of relationships among individuals. Questions on the survey gathered information from cohort members on their

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[8] Correlations between years of operation and these areas were greater than 0.40 but were not statistically significant.

networks of *informal exchanges*, *formal collaborations, new ideas and breakthroughs,* and *leaders in the field* with other cohort members as well as organizations within the movement. In the following sections, these networks are explored visually in the form of network maps. In the overall map in Exhibit III-3, each node represents a cohort member (blue) or organization (green) with each arrow representing a relationship to other cohort members (blue) and organizations (green).

Data on cohort members' connections to each other and to organizations in the movement were collected in May 2011 prior to the first convening. The survey was pre-populated with 100+ organizations and included space for cohort members to provide additional names of organizations to include in their networks.

Connections to the Movement

Across the four types of networks, cohort members identified more than 1,800 connections to each other and to other organizations in the field (Exhibit III-3). Informal exchanges formed the largest network with approximately 600 ties, followed by formal collaborations (approximately 590 ties), leadership (approximately 390 ties), and sources of new ideas and breakthroughs (approximately 330 ties). For maps of each network, see Appendix B.

Overall findings

Within the network map of all connections, every cohort member was connected to each other and the network, either via direct connections with each other or shared connections with organizations in the field. While the baseline networks show much room for growth and developing deep relationships, they also reveal a strong base of shared relationships in the field.

- **Cohort members on the periphery**, **while not as strongly connected to the core middle group, bring their *own* networks to the movement.** Their networks include connections to organizations that work with immigrant populations, incarcerated women, and mainstream domestic violence and sexual assault organizations.

- **Shared connections with organizations bridged cohort members not directly connected at the beginning of the program**. Although many cohort members had not worked with each other prior to joining the MEV program, cohort members shared connections with the same organizations, creating indirect ties. While some of these organizations were close to the middle of the network and large or national in scope (e.g., the California Coalition Against Assault, the National Domestic Violence Hotline, and Praxis), others formed connections on the periphery, including along ethnic or regional lines (e.g., the Korean Women's Association, From Darkness to Light, and the Rhode Island Coalition Against Domestic Violence).

- **The NoVo Foundation occupies a central location in the network**. It is not unusual for key funders to be identified by grantees as a central player or a

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"connector" within a network. For all types of networks, the survey results show that the NoVo Foundation plays a connecting role across the network, connecting cohort members who were not directly connected prior to joining the Initiative and connecting them to others within the foundation's networks.

Exhibit III-3:
All Connections of Cohort Members to Movement
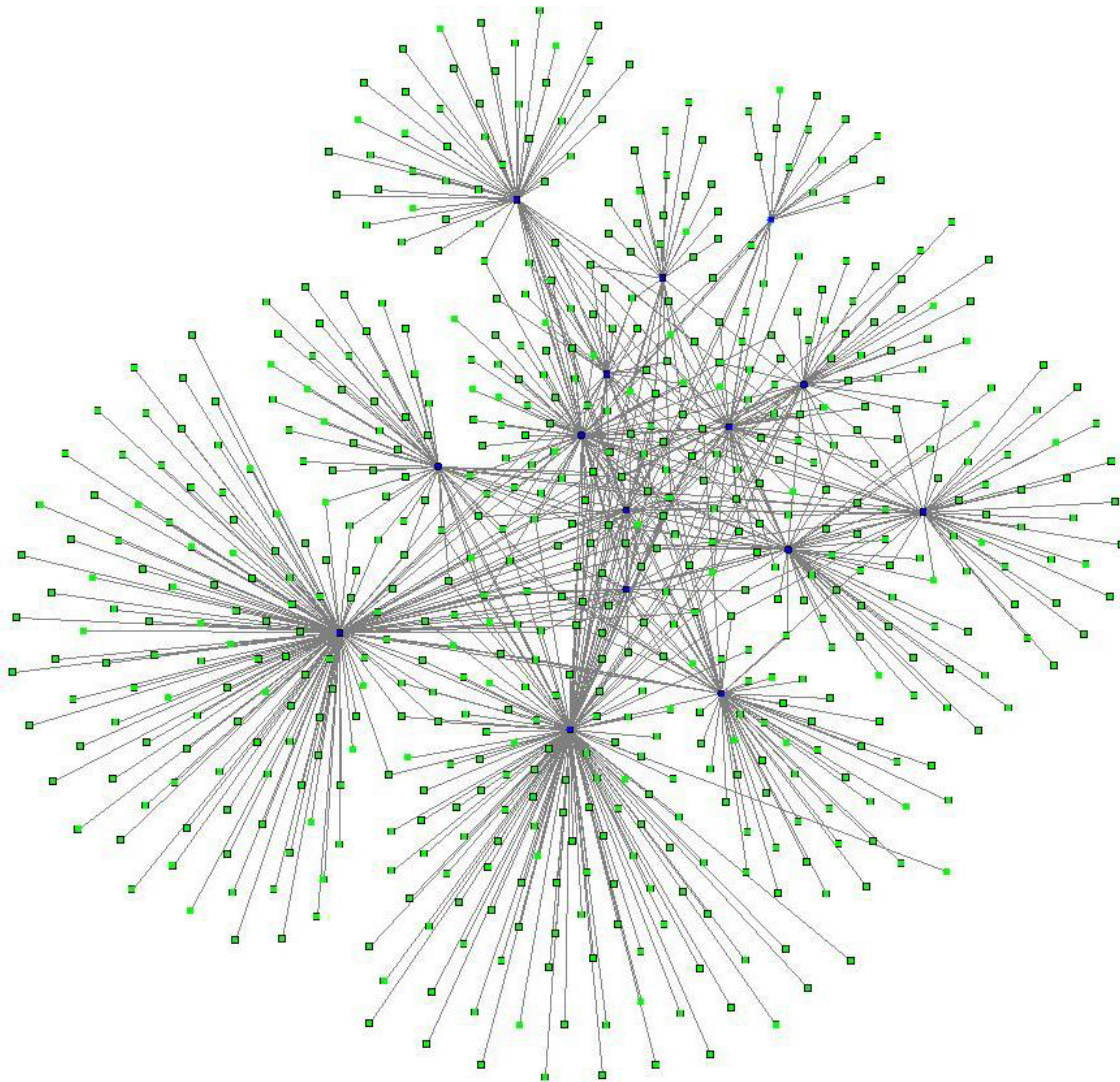
Connections to Other Cohort Members

Moving down from the higher, movement-level network maps, maps of connections among cohort members reveal both the diversity of the group as well as strong foundations for building connections (Exhibit III-4). In the following maps, the nodes that represent each cohort member are sized by "*betweeness*", a network measure that reflects the number of other cohort members they are connected to indirectly through their direct ties.

Overall findings

Including all connection types, all but one cohort member is connected to the group in the network map (see blue map).

- *Informal exchanges, new ideas and breakthroughs*, **and** *formal collaborations* **are equally dense but have increasing number of isolates**. Overall, each of the three networks has 18 connections and an overall density of 9% of all possible ties. The networks differ, however, in the number of individuals who are not connected to others in the network with 3, 4, and 5 members disconnected from the networks respectively. For example, in the informal exchanges map, Nancy, Priscilla, and Tamar are not connected to the other members; in the formal collaborations map, Aimee, Corrine, Joanne, Priscilla, and Nancy are not connected to the rest of the cohort. While these cohort members show room for growth and new connections, which they already are doing since Convening 1, they also demonstrate the diversity within the cohort at the beginning of the program. Moving forward, a major goal of the MEV initiative should be to foster strategic relationships that create bridges to connect some of the "isolated" cohort members to the core network.

- **Of the four types of networks, the** *leadership* **network was densest**. With 25 connections at baseline (12% of possible connections), the network of who-sees-whom as leaders in the field was densest. This map illustrates how a cluster of cohort members saw each other as established leaders at the beginning of the MEV program (e.g., Beckie, Ted). The existence of the three unconnected members (Nancy, Corrine, and Joanne) reinforces the diversity of the cohort, which included individuals who were not familiar with each other's work.

- **The loss of one cohort member affected strategic connections but not overall density**. Overall, the loss of Rachel Lloyd did not result in a sparser network (density, or the proportion of possible ties, remained 9% for *formal collaborations* and dropped slightly to 8% for *ideas and informal exchanges*). However, although Rachel's presence in the informal network actually *lowered* the overall density of the network, she did connect one of the unconnected members, Priscilla, to the larger network, acting as an important bridge that linked an otherwise unconnected individual.

The following chapter moves from the individual- and organization-level outcomes to the initiative-level and focuses on the five overarching goals and the fifteen outcome areas identified in the MEV Logic Model.

Exhibit III-4:
Network Maps of Relationships Among Cohort Members
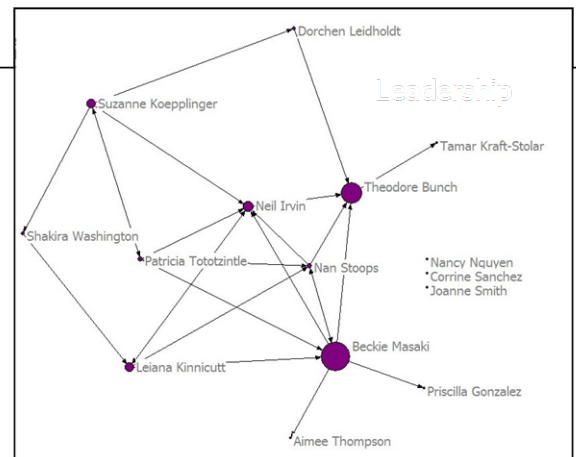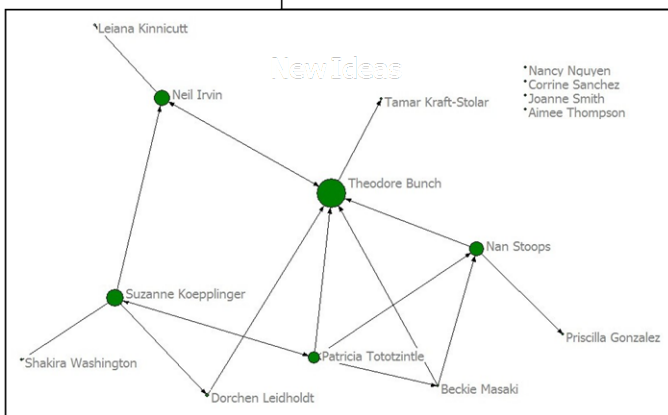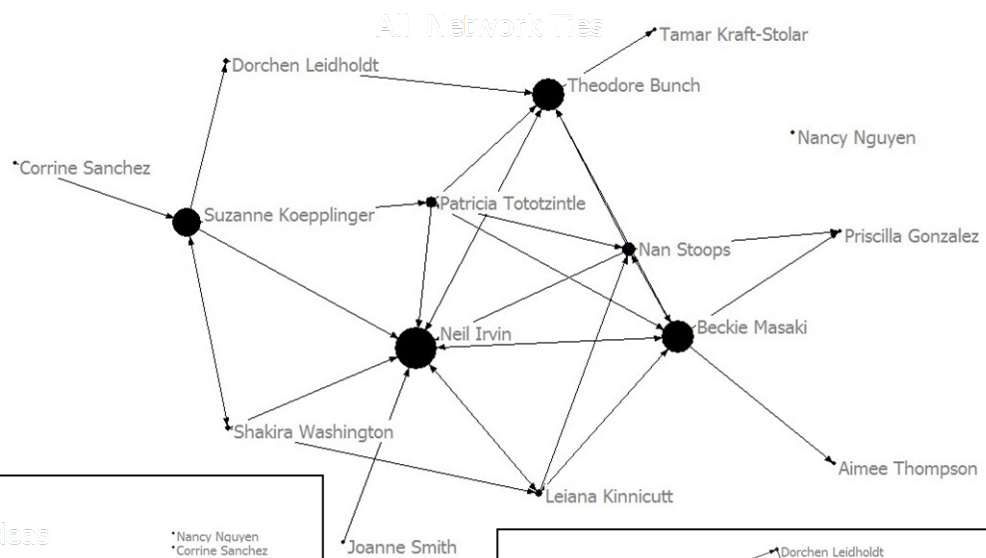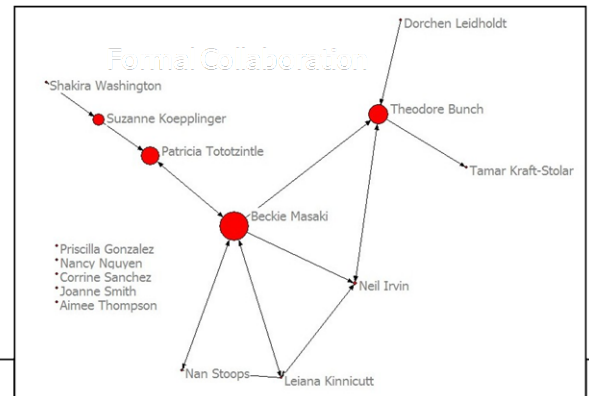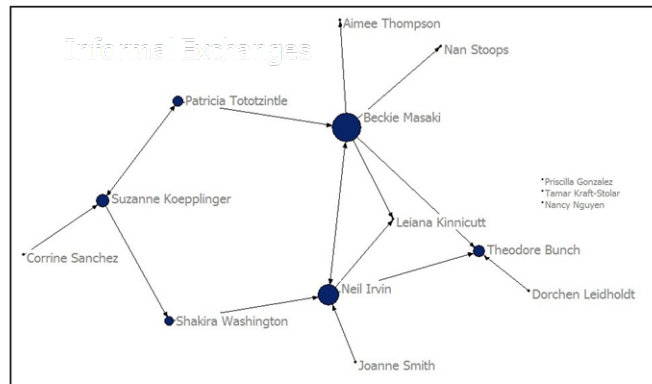
IV.   BASELINE OF INITIATIVE LEVEL OUTCOMES

The MEV initiative seeks to end violence against women and girls in the U.S. by strengthening and empowering the organizations and individuals within the VAWG movement and by better aligning the work being done by leaders across the country on issues of domestic violence, sexual assault, child abuse, and trafficking. As articulated in the MEV Logic Model presented in Chapter I, the MEV has five overarching initiative-level goals (aligning the movement, strengthening individuals and organizations, enhancing the movement's capacity for social change, building critical mass, and engagement of funders), which map to fifteen intermediate initiative-level outcomes that we are tracking as part of the evaluation.

 In this chapter, we highlight *baseline* findings associated with each of the five overarching goals and the fifteen outcome areas.[1] Baseline assessments include information gathered through an online survey and in interviews with each of the cohort members. Cohort members were asked, 'What is your assessment of the strength of key outcomes within (a) yourself, (b) your organization, and (c) the movement?" Cohort members responded using a four-point scale: not at all strong, somewhat strong, very strong, and extremely strong. Although we have attempted to focus our analysis on cohort members' baseline assessment of outcomes at the *movement level*, this proved difficult because cohort members did not always distinguish their individual or their organizational outcomes from that of the VAWG movement as a whole. Thus, within the qualitative findings there are times when cohort members are focused on the movement as a whole, but other times their responses are focused on their particular organizations or on the MEV cohort and its potential to make change.

In general, cohort members rated their individual and organizational baseline capacities more positively than did they the VAWG movement as a whole, which seems understandable given that cohort members are movement leaders. As will be discussed further in Chapter V, they

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[1]   Note that cohort members had participated in Convening #1 and many had also participated in the Self-Care Two-Day Retreat prior to completing the survey and participating in the interview that inform this chapter. Therefore, although the baseline feedback in this chapter was gathered prior to participation in the bulk of the MEV initiative, it is influenced by cohort members' participation in some MEV activities.

expressed a great deal of optimism about the ability of the MEV cohort to bring about change on these multiple levels.

Exhibit IV-1 provides an overview of the average ratings that cohort members gave to key outcome areas, ranked from highest to lowest average score. These outcome areas will be discussed in more detail in each section of this chapter, along with the qualitative feedback.

Exhibit IV-1:
Average Ratings in All Outcome Areas (from high to low)

Outcome Area	Rating
Social change strategies	2
Ability to shift attitudes and behaviors	1.9
Shared leadership models	1.6
Awareness of identity	1.6
Alignment of mission and practice	1.5
Cluster of leaders	1.5
Collaborative efforts	1.4
Cutting-edge advocacy	1.2
Research and messaging	1.2
Organizational models	1.1
Engagement of other funders	0.8
Intersectional framing	0.8
Global allies	0.8
Unified vision	0.7
Shared critical analysis	0.6

X-axis scale: 0 (Not at all strong), 0.5, 1 (Somewhat strong), 1.5, 2 (Very strong), 2.5, 3 (Extremely strong)

Legend:
- Aligning the Movement
- Building Critical Mass within Movement and Other Movements
- Engagement of Other Funders
- Strengthening Individuals and Organizations in the Movement
- Enhancing the Movement's Capacity to Advocate for Social Change

Although MEV clearly hopes to bring about forward change in all outcome areas over the course of the initiative, this initial baseline shows areas of relative strength and relative weakness for the movement. Areas of strength are something that MEV can build on in the initial stages of the project. Key among these are the strength of the social change and advocacy lens of the VAWG leaders and organizations that MEV has brought to the table. Those areas that ranked high are often those areas where cohort members are assessing their own individual or organizational capacities to understand key issues and bring about change. As is spelled out in the Exhibit, cohort members see considerable work to be done around creating a unified vision and a shared critical and intersectional analysis.

Aligning the Movement

MEV strives to facilitate the development of a common vision to end VAWG in the U.S. and to foster a deep commitment among promising leaders to pursue that path together. MEV also wishes to encourage and promote a critical race, class, and gender analysis of violence against women and girls. The following chart shows the average ratings that cohort members gave the four core intermediate outcomes that are associated with aligning the movement.

Exhibit IV-2:
Average Ratings for Aligning the Movement
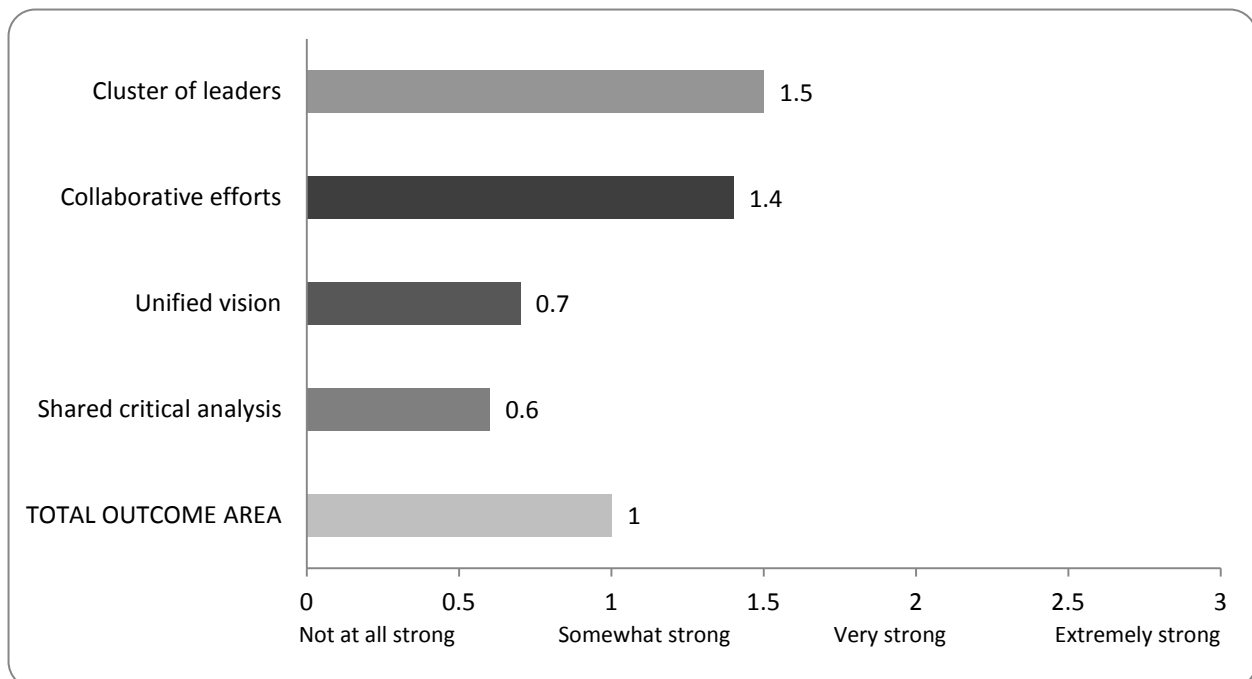
As illustrated in the chart, on average, cohort members felt that there is currently only a "somewhat strong" (1.0) alignment of the movement. When looking at specific outcome areas, cohort members indicate that there has been some progress in developing a cluster of leaders

(1.5) and in promoting collaborative efforts (1.4), but that considerable more work needs to be done before there is a unified vision (.7) or a shared critical analysis (.6). In fact, these latter two were the weakest of any outcome area, illustrating that cohort members see the presence of issue-area silos (i.e.; DV, SA, CSA) and a disconnection from progressive social justice movements.[2] A common theme across respondents is the need to develop a stronger intersectional analysis for the VAWG movement, which will involve reaching out to diverse communities and supporting new types of leadership.

Exhibit IV-3:
Findings on Aligning the Movement

Findings	Sample Participant Feedback
A cluster of leaders committed to working together to end violence against women and girls (1.5)	
More than two-thirds of cohort members say that there is a cluster of strong visible leaders who are committed to working together to end VAWG. Most cohort members say they are energized by the leadership of their peers, particularly by the group of leaders engaged in MEV.	*"It's clear there are…extraordinary leaders and participants in the efforts to end violence against women and girls. In terms of there being people out there who are 1000% committed who are really brilliant passionate about the work, I think that is something that does exist." (Tamar)*

The ability of the overall movement to work together to end VAWG, however, is stymied by because:
 	
    (1) Leaders often operate in silos. Cohort members were quick to point out that leaders often operate in silos in part because funders often require them to, and that there are limited opportunities for cross sector connection.
 	
    (2) Leaders' ideological differences interfere with efforts to build greater unity and alignment. Ideological differences, particularly as it relates to prostitution, pornography, GLBTQ issues, criminal justice responses to DV, and so on, DV criminal justice issues, and so on.
	"I know there are leaders that are very visible, but they're not reaching across silos; that's a difficulty." (Corrine)
	
	"Overall, there are really good people that have solid analysis about root causes of violence and connections among multiple social justice issues and understand the need for us to do lots of different kinds of organizing. But there is not a unified strategy and not even necessarily the tools and the ability, in some ways, to go against the tide of what funders, and particularly government funders, require us to do." (Nan)

One-third of cohort members challenged traditional definitions of "leadership" within the VAWG movement and said that, to be healthy and strong, the movement needs to better build on the leadership of (1) women of color, (2) younger leaders in the movement, and (3) smaller grassroots organizations and advocates. In interviews, respondents spoke of how the movement often confers recognition to already	*"Many of the organizations that have a lot of influence on policy and practice in our field are run by very well-meaning and very well-intentioned middle- and upper-class white folks who are making decisions for many people of color or financially poor people and I don't know if they really understand fully the experience of those folks… There's some challenges around hearing the voice of (minorities), especially people of color*

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[2]   These findings are in keeping with the MEV research scan interviews that informed the design of the MEV initiative.

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Findings	Sample Participant Feedback
visible and large organizations, while ignoring the contributions of smaller, grassroots groups.	*who work within those agencies, [and] hearing that voice as a helpful and informative voice instead of an antagonistic voice that's just causing trouble."* (Ted) *"We need, as a movement, new blood and new vision; we've been doing the same old stuff for a long time…We need a change in leadership and different types of leadership and younger leadership being allowed into the old guard of the domestic violence movement."* (Leiana) *"The people that have the most power in the field and movement nationally: I don't know if they are the most representative of the most dynamic and interested voices of leadership, depending again on how we define leadership."* (Aimee)

Enhanced capacities to build alliances and increase collaborative efforts (1.4)

Findings	Sample Participant Feedback
Although half of cohort members said that local and regional collaboration is occurring for their organizations (in particular), there is a general sense that enhanced (cross-sectorial) collaboration is necessary in order to advance the movement. In particular, respondents said that their organizations have had success collaborating at local and regional levels. Nevertheless, cohort members thought that organizations in the movement could be more collaborative, within and across silos. Several respondents mentioned that putting 'egos aside' is key to promoting collaboration moving forward.	*"People have come to the understanding that we can't do this on our own, no one organization or no one system…I think this is a message that has begun to seep through…that no one organization, national, local, etc. is ever going to end violence against women and girls. No one organization can do all of the work in a cultural community nor should we have to…so it not only takes our efforts to collaborate but others also."* (Patti) *"I do think [collaboration] is happening more and more, but we do get stuck in patterns of playing with the same people in the sandbox and not reaching out to people that may not share our exact same philosophy."* (Leiana) *"All the pieces are there but all the pieces are not in place. People need to stretch more; a bit of a domino effect can start if people stretch."* (Nan)

A unified and directional vision for the future of the movement (0.7)

| Findings	Sample Participant Feedback
There is a general consensus among cohort members that the movement lacks a single unified vision for ending VAWG. Respondents attribute the lack of a unified vision to ideological conflicts and to competition between agencies over limited resources. There is persistent tension between the vision of the "old guard" of activists and the younger and more diverse base of those who seek more voice and leadership in the VAWG movement.	*"[There are] so many different agendas, plans, language [in the movement]."* (Neil) *"Part of me that feels in many areas, whether we're talking about poverty or issues of race and class and culture, that a lot of the movement of the Left has been stuck in the past…There needs to be a new assessment of what the new issues are that keep us locked in a place where so many women are violated."* (Shakira)

Findings	Sample Participant Feedback
A shared critical analysis with an intersectional and aligned approach (.6)	
Cohort members said that, although critical analysis exists in varying degrees throughout the movement, it fails to be applied systematically in practice. This received the lowest score among any outcome area, mostly because there was a perceived discrepancy between what individuals and organizations within the movement say about the importance of an intersectional approach and what they actually do as a practice.	*"Intellectually we get it, but for a lot of people, that's about as far as it goes."* (Nan) *"Of course, people say they are for ending violence against women and an intersectional approach and diversity, but how that lives out in policy and practice is where we fall short."* (Beckie) *"We focus on single issues, not taking into account the context and reality of people's lives…As a movement, we need to figure out ways to transcend that and to be really be able to focus on families, communities, and societies as a whole, in terms of a holistic approach."* (Leiana)

Strengthening Individuals and Organizations in the Movement

MEV strives to promote a healthy, thriving movement by increasing the capacity of individuals and organizations to work collaboratively toward a common vision of ending VAWG through social change. The following chart shows the average ratings that cohort members gave the five core intermediate outcomes that are associated with strengthening individuals and organizations in the movement.

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Exhibit IV-4:
Average Ratings for Strengthening Individuals and Organizations
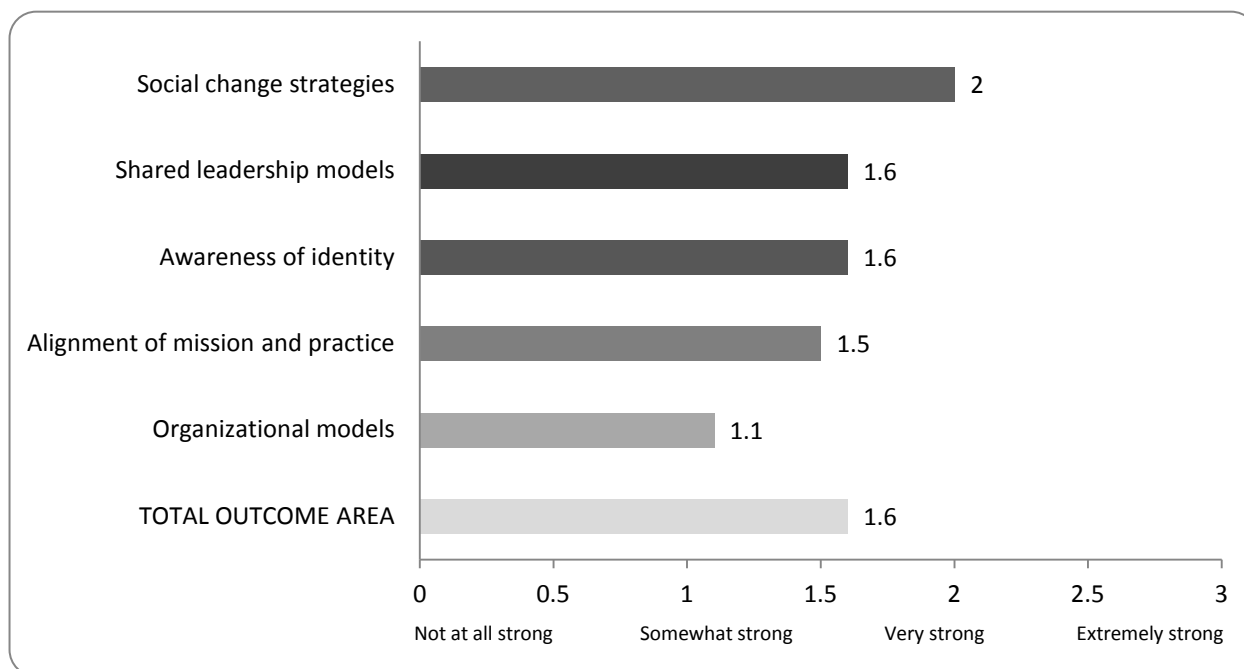
On average, cohort members felt the movement had made progress when it comes to strengthening individuals and organizations than in other goal areas, in part because they tended to feel that they and their own organizations are strong and in part because MEV's core interventions thus far had focused on eliciting change and the individual and organizational level. The nature of the questions in this area seemed to encourage cohort members to reply more from an individual or organizational perspective, than from the perspective of the movement as a whole.

As illustrated in Exhibit IV-4, the average ranking across all areas in this goal area is 1.6, indicating that as a group, cohort members view individuals and organizations within the movement as between "somewhat" and "very" strong. Cohort members rated organizational capacity within movement as "very strong" at thinking strategically and engaging in social change strategies, but in most cases they seemed to be thinking fairly exclusively of their own organization. Cohort members were less positive about the movement's use of shared leadership models (1.6), awareness of identity (1.6), and alignment of mission and practice (1.5), though respondents were generally more positive about the presence of these dimensions within themselves or their organization than they were of the movement as a whole. Respondents were less positive about organizational models (1.1).

Exhibit IV-5:
Findings on Strengthening Individuals and Organizations

| Findings	Sample Participant Feedback
Organizational capacity to think strategically and engage in social change strategies (2.0)	
Nearly all respondents stated that their organizations had developed distinct social change strategies, in that they are responsive to the needs of their local communities and use non-traditional approaches in order to facilitate change. A few members of the cohort, however, noted that resources limitations frequently constrain their ability to actualize social change strategies.	*"Movement building is part of our DNA, and articulated in our mission, and articulated as an organization strategy."* (Priscilla) *"We're a straight a up systematic change policy – it is our reason for being."* (Tamar) *"For an organization as big and 'established' as we are, we are strategic often in the best sense of the word and have engaged in some powerful social change strategies."* (Dorchen) *"We have so much vision. There's so many things we want to create, but they're basically just on a shelf waiting to be picked up whenever we have time…We want to be larger so that we can do more."* (Ted)
Collaborative, shared leadership models (1.6)	
Although more than two-thirds of cohort members' organizations use shared leadership models, cohort members said that shared leadership is much less common in coalitions, alliances, and partnerships within the movement. Specifically, respondents said that the movement should create coalitions, alliances, and partnerships that are more inclusive and attuned to shifting power and voice to smaller organizations, younger advocates, community members, and women of color.	*"How does that look as equitable and shared so that the power is not just with the biggest organization… The impact in communities and in movements can happen when a small, community-based and culturally-specific organization has as much voice as the largest mainstream organization that is in that same alliance, collaborative that is at the same table nationally."* (Patti) *"The leadership is entrenched…Organizations and individuals who have been at forefront and who continue to be there have struggled with idea of integrating new people into leadership role…Think about some of the younger population – even when we talk about, what's the new direction, what's the future direction, you need the younger perspective and younger idea to take us there….Shared leadership: we can be more open around that in terms of the broader movement."* (Shakira) *"It sometimes feels that we are disposable as social justice agents and sometimes we work so hard to remain relevant because it does feel like there's a glass ceiling, especially as a woman of color, in leadership."* (Joanne)
Enhanced awareness of self and social identity (1.6)	
Cohort members described that they and their organizations are engaged in an ongoing	*"It feels like it's so moment to moment with your own evolution, my own evolution, and the organization's*

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Findings	Sample Participant Feedback
process of figuring out issues of identity, particularly around intersectionality and multiculturalism. In interviews, respondents seemed to value being aware of issues of identity, which they view as crucial to their work. Cohort members generally felt that the movement, as a whole, is less far along in considering these issues.	*growth…We have a plan as an organization of what we want to do and what we believe in and markers to guide us along the way. And we only know that as we reach those markers, so I feel like it's changing…Some areas are really, really good but maybe other areas we still need to grow." (Neil)* *"There is always room for improvement…[Tewa Women United] can lay solid claim to the fact that we're a grassroots, community-based women's organization but I know that my staff struggle because we're also a multicultural organization…[So] there is an ongoing dialogue [on issues of multiculturalism]." (Corrine)* *"How [A Call to Men] connects with men is really through self-awareness of our own experiences as men, of our own ways that we were taught that women had less value, of our own ways that we parent our boys and the challenges that we face with own socialization and not wanting to repeat that with [our children]…So self-awareness is always something that's very important to me and very important in our work." (Ted)*
Organizations develop, understand, and align mission, vision, values and practice (1.5)	
One-third of cohort members said that their organizations had strong alignment of their mission, vision, values, and practice, while the remaining respondents replied that alignment was either ongoing or a challenge for their organization/or for VAWG organizations they work within the movement.	*"We really want to be a mirror to community about how we move with our values, how they're infused in our work, what it means when we're talking about being loving and caring towards one another, holding love but also accountability and responsibility; those are things that we're always in discussion about…It goes back to really mirroring our values and walking our talk as much as we can." (Corrine)* *"We are trying our darndest to get everyone on same page but people speak different languages; they have different levels of education and different experiences. We're trying." (Nancy)* *"Unfortunately, lots of the time, it's about survival. And so, I think that to be able to hold on and align your mission, vision, values, and practice requires sacrificing what could be seen as survival money or survival strategies. You know, why are we saying yes to this grant if it's not aligning with the work that we want to do? And that's a real struggle. We experience that every year." (Joanne)*

Adoption of models to best advance organizational missions and organizing work (1.1)	
Less than one-third of cohort members were confident about the organizational models that they were currently using in their work. Of those who were confident, they thought that their models were either unique to their demographics or exceedingly clear. More than one-third of respondents, though, expressed interest in learning more about organizational models. • Respondents noted a paucity of organizational models and tools, particularly for groups working with rural, Asian-American, and Native American communities. • Respondents noted that there is a dearth of models that provide a framework for "scaling" or replicating social change work.	*"We can become entrenched in models and the current models may not be as efficient as they could be… [We] need to look at what new models may present; there may be ways we can go back and integrate ways to do continuous assessments that are cost-effective and doable at organizational level so we can continue to refine what models we use currently."* (Shakira) *"There aren't a lot of models, or if there are models then it is hard to pinpoint how to replicate these in other programs. For example, [the Asian Pacific Islander Women's Shelter] has a lot of model practices around organizational development, and we share them with other programs. But each organization is unique and organizational culture is tricky, so it is hard to figure out how to…scale this up for others in a way that is easy for others to integrate into their own organization."* (Beckie)

Enhancing the Movement's Capacity to Advocate for Social Change

MEV strives to promote social change as a primary strategy for ending violence against women and girls in the U.S. and to enhance the capacity of the individuals, organizations, and movement to understand and implement the most cutting-edge social change theories and tools available to bring an end to violence against women and girls. The following chart shows the average ratings that cohort members gave the three core intermediate outcomes that are associated with enhancing the movement's capacity to advocate for social change.

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Exhibit IV-6:
Average Ratings for Enhancing the Movement's Capacity to Advocate for Social Change
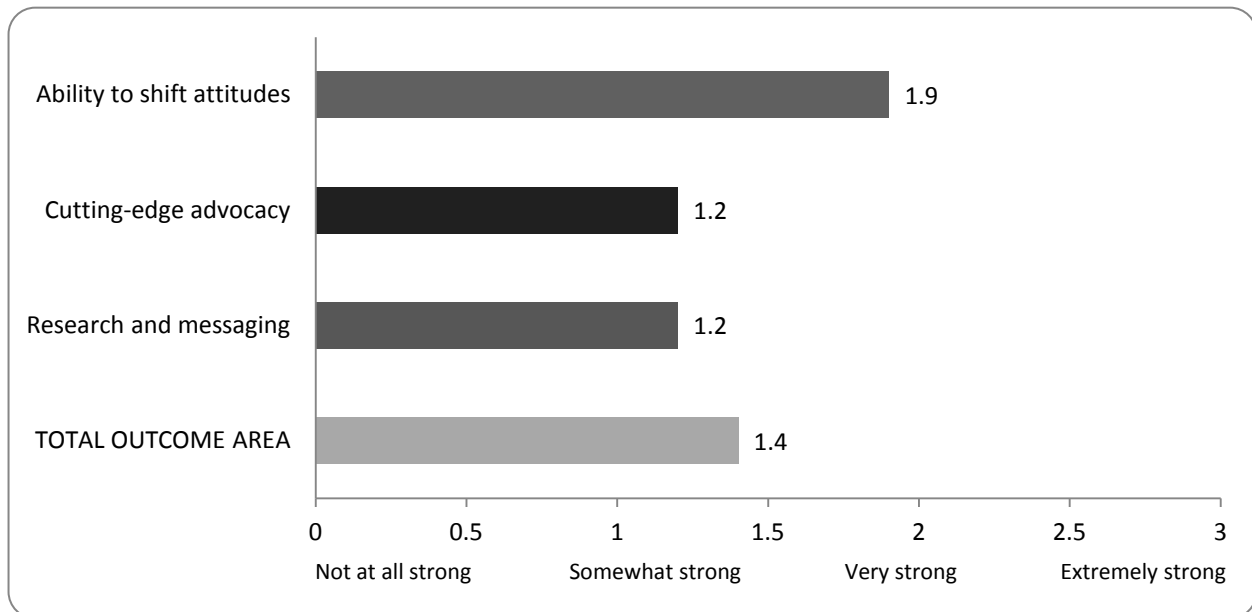
As illustrated in Exhibit IV-6, the average ranking across all areas in this goal area is 1.4, indicating that as a group, cohort members view individuals and organizations within the movement as between "somewhat" and "very" strong. Cohort members rated the ability of their organizations to shift attitudes as close to "very strong," with lower rankings for the effective use of cutting edge advocacy (1.2) and researching and messaging (1.2).

Exhibit IV-7:
Findings on Enhancing the Movement's Capacity to Advocate for Social Change

Findings	Sample Participant Feedback
Knowledge of and Capacity to Use Fundamental and Cutting-edge Advocacy, Organizing, and Campaign Tools and Strategies (1.2)	
The use of cutting-edge strategies is inconsistent, ranging from those who are highly fluent in cutting-edge advocacy strategies, those who are not at all proficient, and many in-between. • **Only one-third of cohort members felt highly confident in their own use of cutting edge strategies.** • **One-half said that their organizations lack the financial support and resources to implement cutting-edge advocacy strategies.** • **One-half said it was challenging to keep up with cutting-edge advocacy, organizing and campaign tools and strategies given the changing**	*"There is a lot of good stuff happening out there; maybe it could be employed in a more strategic, collaborative, and directional way." (Aimee)* *"There's a lot of knowledge around what we'd like to do sometimes but what's holding me up is the capacity to use [that]. We'd all love to be doing a lot more innovative work, but current funding streams and capacity and resource issues limit our ability to step outside the box…and push the envelope." (Leiana)* *"[Because of] technology, [our strategies] are ever-evolving that way. [Men Can Stop Rape] tries to hold onto that mindset that you can't become too comfortable with thinking that yours is*

Findings	Sample Participant Feedback
environment. • **One-fifth of respondents said that while cutting-edge strategies do exist in the movement, they are often lacking in long-term vision**.	*the only thing that works." (Neil)* *"We are still trying to figure out little things like Skype and Facebook…Last year, we started to figure out how to use these new technologies to enhance our advocacy and organizing and campaign work. [Still] we can figure out ways to use them much better. It's a growing process." (Shakira)*
Capacity of cohorts to gauge, target, and shift attitudes and behaviors related to gender-based violence (1.9)	
Almost all cohort members felt strongly that their cohort could significantly shift attitudes and behaviors related to gender-based violence. In fact, one-third of respondents were highly impressed with their peers, with many noting that they were in the company of top innovators and leaders in the movement. One-fifth of cohort members also said that they have already learned "so much" from their peers, even in the short amount of time they had known each other.	*"Having met [the cohort] and spent time with them, I think we're really going to come up with some exciting, innovative and impactful ideas. What those ideas will be, time will tell." (Neil)* *"[The cohort] is a phenomenal group of people and the capacity of the group is highly impressive. The various skill sets and experience and wisdom and the grit and determination. Huge capacity." (Suzanne)* *"I think we have a very unique cohort and different kinds of organizations and a very charismatic cohort and we're able to reach people in ways that are engaging and different; a really powerful cohort." (Joanne)* *"I think the cohort is solid…People come from different work arenas but I thought there was a lot of synchronicity of thinking in the group." (Nan)*
Effective research and messaging to inform social change efforts and support projects/campaigns (1.2)	
Although a base of research and messaging exists in the movement, more than half of cohort members said that there is a strong need for the need to conduct additional research and further hone messaging in the movement. In particular, cohort members emphasized the following: • **There is a need for good evaluation of VAWG programs,** so that programs and policymakers have a concrete sense for what constitutes effective practices and approaches for impacting the lives of women and girls (and their communities). • **Additional research needs to be conducted on how VAWG effects particular groups of women and girls** (i.e. the intersection of VAWG with race,	*"Some organizations have been better than others [with using effective research and messaging]." (Nancy)* *"It will be important for [the movement] to dispel the jargon and be sure that we're all on the same page with the message." (Joanne)* *"We know that our work is effective; we hear it all the time: people call us back all the time, we have a lot of demand. But I don't think the field has a lot of support…It would be great to have more support of research in the work that we do." (Ted)* *"That's the challenge with evaluation and*

Findings	Sample Participant Feedback
ethnicity, class, ability, immigrant status, and so on). • **Messaging is inadequate, particularly in light of a media industry that broadly promotes VAWG.**	*research: a lot of times with prevention work, how do you capture what doesn't occur? How can you take credit for something that doesn't happen?" (Neil)* *"There's so little research for the Vietnamese community on domestic violence and with what research there is, our messaging isn't strong enough." (Nancy)* *"There has been more and more people of color researchers emerging and doing some awesome work, but we still have to lay claim and have more buy-in into that research piece." (Corrine)*

Building Critical Mass within Movement and Other Movements

MEV strives to catalyze the leadership, vision, and strategies that will become the leading edge, embraced by a critical mass of the movement by (1) fostering relationships and connections to allies doing innovative work to end VAWG outside the U.S., and (2) encouraging a more intersectional approach to the work and fostering cross-movement collaboration. The following chart shows how cohort members view the present state of the movement in respect to intersectional framing and global allies.

Exhibit IV-8:
Average Ratings for Building Critical Mass
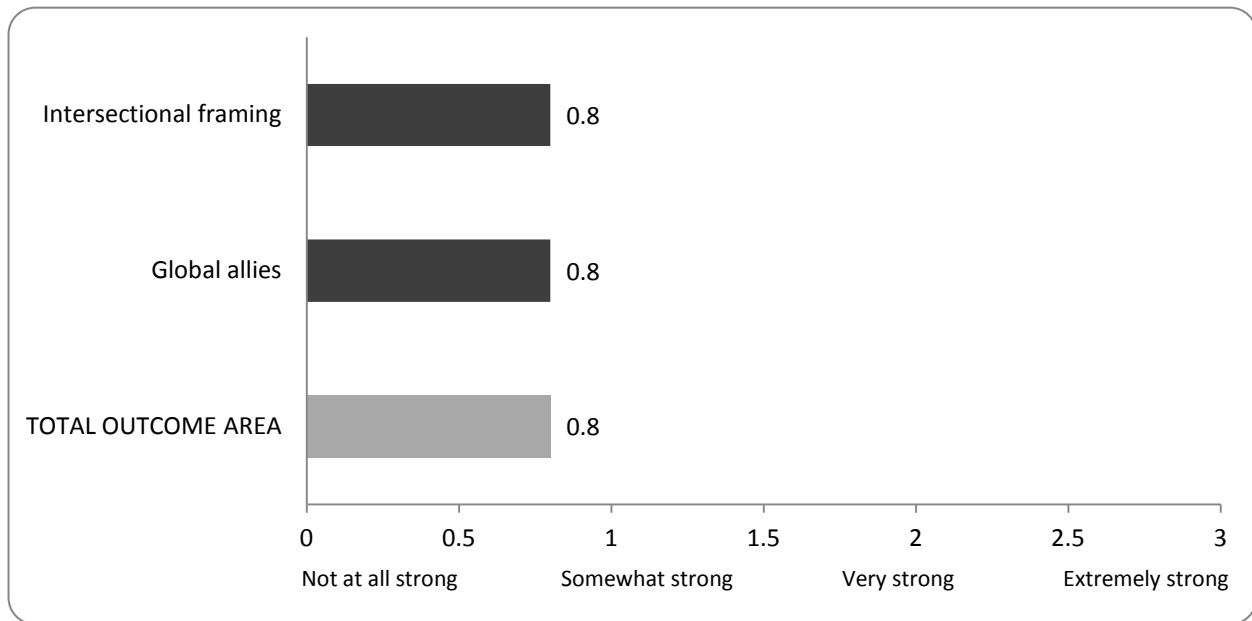
As demonstrated in the chart above, cohort members generally rank the current movement poorly when it comes to building a critical mass within the movement. Although around one-fifth of the respondents said that they already do some international work, most are not working or coordinating with global allies in any systematic way. The issue of intersectional framing (.8) was raised repeatedly by cohort members when discussing the development of a unified vision and shared critical analysis, because they understand that such a unified vision should be intersectional by nature.

Exhibit IV-9:
Findings on Building Critical Mass within the Movement and Other Movements

Findings	Sample Participant Feedback
Increased connection and engagement with allies outside of the U.S. and usage of a global frame for ending violence against women and girls (.8)	
Although only one-fifth of the cohort said that they are already engaged in international work, members thought that international collaboration is important for the movement, noting distinctions and points of convergence between VAWG work done domestically and abroad. • Cohort members stressed the importance of approaching international work with humility, an open mind, and a willingness to learn.	*"I feel very much that I am part of a global movement. I regularly communicate with my colleagues in Europe…My strongest connections are almost more international than U.S., at times." (Dorchen)* *"I think the issues, at least from our perspective, are all the same. Where there's patriarchy, which is pretty much everywhere, you'll find violence against women; that's part of the formula that's keeping patriarchy in place is that women have to be dominated and one of those ways of dominating and controlling women is violence."*

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Findings	Sample Participant Feedback
	(Ted)
	"We feel like here in the States that we're ahead of the curve and in leadership…We're not well-positioned to learn and not really receptive to learning from others." *(Aimee)*
	"Oftentimes [the U.S.-based gender violence movement] tries to push our solutions onto [other countries]… who have their experience of what they're seeing and experiences that we can be more informed about…We need to listen more and share and continue to share." *(Corrine)*
	"I think the U.S. is behind as where we could be as a country; we really should be further ahead…As a country, we have the capacity but will we make that jump, to align ourselves with these allies to use their best practices in a way that's really meaningful and transformational?" *(Joanne)*
The issue of violence against women and girls is framed in a more holistic, intersectional way (.8)	
Although cohort members differed somewhat in their view of whether the current VAWG movement uses intersectional framing regularly (or effectively), almost all of the cohort said that the movement needs to move significantly further in this direction. A common theme was that resources constraints and funding silos often inhibit a more intersectional and holistic approach to framing and addressing VAWG.	*"Intersectional framing of the movement is happening with the cohort in a very powerful way…and pretty much in any part of the movement that I'm involved in."* *(Dorchen)*
	"The movement still has a long way to go in terms of an intersectional way we approach our work." *(Leiana)*
	"We don't look at the impact of violence against women and girls as fully or holistically as we should…or could – and how it impacts other areas of lives." *(Shakira)*
	"The competition of resources that happens in the sector, puts it in a disadvantaged position to create holistic responses. The sector is designed to make people work against each other for a limited pot. If we can understand the long-term impact, then it has a deep and lasting impact on society as a whole." *(Suzanne)*

Engagement of Other Funders

As the MEV initiative moves forward, NoVo staff have made a commitment to develop a funder engagement strategy to inform and generate greater interest and investment in the social change work of the anti-VAWG movement. Cohort members ranked the current funding strategy rather

low (.8), in part because they do not know anything yet about NoVo's funder engagement strategy. Cohort members did say that they deeply value NoVo's overall approach to funding and said that they are eager to learn more about the funder strategy it as the program progresses. In particular, respondents said that the foundation's holistic and long-term approach to effecting change is unique, genuine, and much needed in philanthropy broadly.

> *The long-term commitment [that NoVo has made] is what makes a difference. This long-term view has been really helpful.*
> - *Beckie*

> *There's certainly not [a foundation] that exists outside of NoVo that says it's trying to do [the same thing]. There are a lot of funders who are interested and funding violence against women. But are they all doing that as part of a larger strategy? Not to my knowledge. Certainly…it's a lot of status quo money. [But] it's not aimed at ending violence against women and girls; it's aimed at providing services.*
> - *Nan*

Discussion

Although there was far more synergy between cohort members than dissonance, here were strong variations in how individuals rated the status of the movement in respect to key movement outcomes. Some individuals consistently ranked the movement less positively than did others. Beyond differences in personality, we noticed several patterns.

- **In most cases, the longer that a cohort member has been in the VAWG movement, the more negatively she or he assessed the current state of the movement.** Exhibit IV-10 highlights this finding. Although this might be characterized as the "burnout" factor, it seems logical that those who have been in the trenches the longest are the most knowledgeable about the fault lines and challenges facing the movement. It is also notable that, as stated in Chapter II, the goal of many more established cohort members is to revitalize their energy and optimism about participating in the VAWG movement.

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Exhibit IV-10:
Average Rating based on Number of Years in the Movement
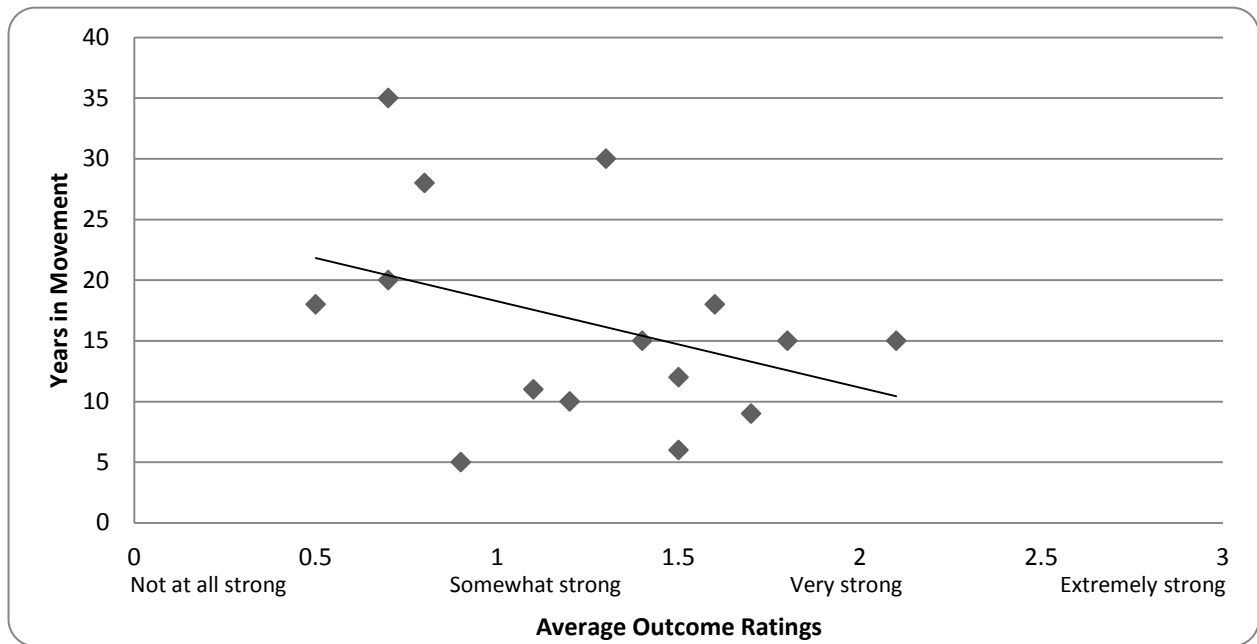
- **In most cases, individuals from organizations whose mission statements focus explicitly on preventing VAWG rate the movement less positively than those whose organizational missions have a broader focus.** Similarly, it appears that those whose work has more exclusively focused on VAWG tend to be more aware of the challenges facing the movement than those who are approaching the issue from different vantage points. Perhaps a fresh perspective is one of the benefits of working in a more intersectional way, on interrelated issues.

As will be discussed further in the next chapter, all of the respondents expressed tremendous optimism that MEV can contribute in a meaningful way to aligning the movement and preparing leaders and organizations to participate in more coordinated social change efforts. Cohort members are very eager to dive into the "it" of doing joint work, and to growing the infrastructure for VAWG organizing and advocacy.

V.   PROGRESS TO DATE

In this chapter, we assess the progress that the MEV program has achieved to date. We also begin to address some key questions that correspond closely to the learning objectives of the start-up activities for Cohort 1. (See Exhibit V-1 below.) These questions include: how effectively is the initiative promoting a healthy, thriving movement by *experientially* increasing the capacity of individuals and organizations to end violence against women and girls? How is this initiative helping to facilitate the development of a strong cohort? What kinds of impacts have participation in MEV had at the individual, organizational, and movement levels?

While the goal of this report is to provide an initial baseline of Cohort 1 and a snapshot of the movement at the beginning of the 10-year initiative, cohort participants' feedback and reflections from Convening 1 and the Self-Care and Strategic Thinking (S&S) workshops suggest that powerful outcomes are emerging from their experience thus far. The feedback from cohort members and preliminary outcomes presented in this chapter suggest that MEV is having a rippling effect at multiple levels—the individual, organizational, cohort, and movement levels.

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Exhibit V-1:
Learning Objectives

Convening 1	Self-Care and Strategic Thinking
• Develop as a cohort	• Incorporate self-care principles into individual lives and organizational culture
• Understand the current anti-violence movement in relation to its founding roots	• Understand and apply strategic thinking at the individual and organizational levels
• Develop the foundation for understanding what it takes to build a movement	• Experience the relationship between self-care and strategic thinking
• Understand the current field and power dynamics	
• Begin to articulate a unifying and directional social change vision	
• Learning to lead with self-awareness	
• Incorporate self-care	

Key Findings

The NoVo Foundation and MEV team have invested considerable energy and thought into developing and implementing the MEV program—through conducting an in-depth scan of the movement; assembling a high-caliber faculty; designing the curriculum; creating the MEV evaluation plan; selecting the cohort; and executing the convenings and interim work. The time spent has been greatly valued by cohort members, who say that the success the program results from the careful attention to what movement leaders need and also from a big picture understanding of what needs to change in order for the movement to thrive. When cohort members compare the MEV experience to other experiences, they can pinpoint what makes the MEV program unique. In addition to the post-convening evaluation feedback provided,[1] following are some key aspects that MEV cohort members have singled out as highlights of the initiative for them:

- **A guided space to dialogue.** Overwhelmingly, all cohort members appreciate having the space to discuss anti-violence with fellow cohort movement leaders. As articulated by Tamar below, this aspect of MEV was the most positive aspect of the program:

    Being able to be in a space with the other cohort members, being in a space where it was a guided and supportive for space for brainstorming, sharing, connecting, and visioning; stepping outside the work, and being with this group of powerful

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[1]   See, for example, the evaluation summaries provided in the Convening 1 Evaluation Synthesis and Convening 2 Evaluation Synthesis.

> *leaders…whose brains and hearts are all in line with the initiative—that was the most positive piece.*

- **Incorporation of the self-care practices as an integral component and not an add-on to movement building.** Cohort members recognize how rare it is to be able to genuinely emphasize self-care as an integral component of movement building. For example, Priscilla said that she has been a part of spaces that try to integrate self-care, the "introspective pieces" and "the interpersonal relationship building piece" and these aspects have always felt like an "add-on" to the "political development pieces." But, with MEV, with the first convening, and the self-care and strategic thinking (S&S) retreat, "it never once felt like they were separate pieces."

  > *I have been part of spaces that have tried to do that, but the self-care, the introspective pieces and the interpersonal relationship-building piece has always felt like an add-on to the political development pieces. But with the first convening and the self-care and strategic thinking retreat, it never once felt like they were separate pieces…they were able to articulate the ways you as an individual really have an impact on the whole and how folks benefit from [both] individuals and the collective being healthy and sound…*

- **Appreciation of a holistic approach.** Reflecting on Convening 1, cohort members commented that though they were initially surprised that the MEV faculty did not immediately "jump into the movement stuff," cohort members found the holistic focus of the event was "extremely helpful" and have "benefitted from it." In Ted's words,

  > *I was partly surprised that when we're doing movement work, why we're not just jumping into the movement stuff. But knowing ourselves and taking time to reflect is part of that and that I really got a new appreciation for that holistic approach towards things. So I think that all of that facilitation, and looking at our culture and looking at our way of thinking and things that are important to us and so forth, was good because I don't think, as helpers and healers and people who serve, we do enough of that for ourselves, and that really highlighted some of that for me. So I really appreciated it.*

In addition to the overall feedback on innovations in the MEV design, the cohort members only had praise and excitement for those who were selected to be in the first cohort. Not only do they have great respect and admiration for each other but this group has already developed a tremendous amount of confidence in their ability to move forward with bold, ambitious goals. Following is feedback on the cohort and its ability to achieve MEV goals:

- **Nearly one-third of the cohort identified the great diversity and synchronicity among its members as one of the cohort's strongest assets**.

- *I think we have a very unique cohort and different kinds of organizations and a very charismatic cohort and we're able to reach people in ways that are engaging and different; a really powerful cohort. (Joanne)*

- *The cohort is "solid" in this regard, noting that "there was a lot of synchronicity of thinking in the group" even though leaders come from diverse work arenas and backgrounds." (Nan)*

- **Almost all cohort members felt strongly that their cohort could significantly shift attitudes and behaviors related to gender-based violence.** In fact, the cohort members were highly impressed with their peers, with many noting that they were in the company of top innovators and leaders in the field. One-fifth of cohort members also said that they have already learned "so much" from their peers, even in the short amount of time they had known each other.

  - *"After meeting everyone in my cohort, I'm really excited and impressed with everyone. I have a lot of faith in the group." (Nancy)*

  - *"Having met [the cohort] and spent time with them, I think we're really going to come up with some exciting, innovative and impactful ideas. What those ideas will be, time will tell." (Neil)*

  - *"I'm in awe of my cohort members...There's people in our cohort, they've got that analysis down and they're moving." (Corrine)*

  - *There are "folks in the cohort that are probably top of the line in terms of innovation around this issue." They are "expanding definitions," "expanding theories" and "expanding how to address these issues through programs and policy." (Shakira)*

  - *The cohort is a "phenomenal group of people and the capacity of the group is highly impressive. The various skill sets and experience and wisdom and the grit and determination. Huge capacity." (Suzanne)*

  - *These are "the right people to be able to figure this out." (Beckie)*

  - *The current members are "the right people selected in order to make a big impact." (Leiana)*

Most significantly, cohort members' feedback underscores the importance of MEV's design, which incorporates learning from previous movement building work. Given the fragmentation and silos that fields working on issues of VAWG experience, it is critical that efforts to move forward promote a sense of unity in the movement rather than competition. That is, the MEV program has been mindful to *not* create an effort that is mired in a particular mindset or unconscious habits that perpetuate divisions and a sense of competition rather than unity in the movement. From their experience of key program elements, such as those identified above,

cohort members were able to easily speak about outcomes emanating and rippling from the individual to organizational to the movement levels.

Individual Ripples

At the individual level, cohort members are seizing the opportunity to fundamentally reexamine their attitudes, behaviors, and personal stance. The ability to step outside of situations and habits that are familiar, unconscious, or repetitive, is an opportunity to really "get above the fray." Reflecting on the benefits of Convening 1 and the Self-Care and Strategic Thinking Retreat, one cohort member noted that these events afforded her "[the ability] to get really clear on what is most important and most strategic to spend the precious energy that we have on, to really do something, really create impact and change in this area – but to do it in a way that is kind and loving and healthy." The message and emphasis on not doing violence to themselves and re-examining their self-care habits are hitting home. Greater attention to self-care was among one of the most frequently cited outcomes at the individual level. In addition, individuals are experiencing shifts in their thinking about how they connect to the movement and the kind of leadership they might bring to the larger work. The findings and impacts at the individual levels are presented below.

Exhibit V-2:
Impacts at the Individual Level

Findings	Sample Participant Outcomes
All cohort members are prioritizing self-care. While some talk about reaching an entirely new level of consciousness about self-care, others cite specific ways in which they are instituting or reconnecting to self-care practices.	• **Becoming more cognizant of self-care needs**. In general, Ted responded that the recent MEV events have been *"eye-opening."* Specifically, he said that Convening 1 and the Self-Care and Strategic Thinking Retreat made him more cognizant of "our own development as an organization" and "our self-care needs and not to burn out and what we need to do to help with that…We are seeing ourselves through a healthier lens." • **Reconnecting to personal methods of self-care.** For Shakira, her participation has helped her to reconnect "with ways I used to take care of myself." She gave examples of working out, doing yoga, quality time with family and friends, and "reconnecting with what fulfilled me spiritually." Over the last 10 years, she has made self-care such a low priority that she has almost forgotten about it. • **Reaching "a new level of consciousness."** Explaining her application of learning from the recent MEV events, Dorchen shared: *I'm just bringing a whole new level of consciousness to my life. From the moment I wake up…About how I move, how I eat, how I breathe, how I eliminate waste – everything.* Though she struggled with practicing Tai Ji, Dorchen nevertheless thought that "many of techniques taught and the

Findings	Sample Participant Outcomes
	level of awareness that [the faculty] encouraged were very, very helpful."
Almost one-third of the cohort specifically talked about incorporation of physical practice into their daily or weekly regimen. The mindful practice of Tai Ji has ushered other changes in self-care practices, such as focusing on better nutrition, being more careful about expenditure of time and energies, creating more realistic "to do" lists, and simply learning how to say "no."	• **Practicing Tai Ji.** Beckie said that she has been doing Tai Ji and "trying to be more mindful about creating space and breathing room." She said that she wants to create the space to be "more balanced in how I approach the work." • **Integrating self-care.** Suzanne said that she practices Tai Ji in the morning when she gets out of bed, 4-5 days a week. Since Convening 1 and the self-care and strategic planning workshop, she also reports other changes in behaviors, including: — **Being more selective about choosing "battles."** Suzanne said that she incorporated the self-care training by "choosing battles more effectively." Because she is a very passionate person, she gets really "outraged with injustice," and doesn't "like to be treated disrespectfully, as a person or an agency." Now she is more selective about where to put her "energy in these conversations" and to "disengage from situations that are not really worth the energy." — **Being more intentional about taking time off.** Finally, Suzanne said that she is taking more time off, especially to spend time with family.
More than three-fourths of the cohort are experiencing an increased ability to lead with self-awareness. As a result of the many powerful exercises that illustrate and reinforce the five practices of effective, transformative leadership, many cohort members were able to identify the new knowledge, tools, and changes their participation in Convening 2 made in their ability to lead.	• **Increasing understanding of leadership and life purpose.** Like a number of cohort members, Nancy found the 360-degree feedback from supervisors and co-workers to be tremendously helpful. Through the feedback and participation, she reports that Convening 2 has "helped me hone in on my purpose as a leader." • **More confidence in the practice of difficult conversations.** According to Corrine, "I feel [what I learned] will be useful in discussions that may come up that I will need to have. I feel more confident to have those [courageous] conversations." • **Better understanding of triggers and a greater awareness of leadership strengths and weaknesses.** Shakira reports, "Now I have new strategies that will help move the normal energy from the negative to the positive. I better understand my leadership skills, how others perceive me as a leader, and areas in need of work. I also better understand the importance of challenging myself in those areas that are most difficult."
Cohort members are making powerful connections to the Movement.	• **Connecting to the movement on a larger, broader scale.** Remembering the past, present, and connecting to the future of the movement, Shakira said that she liked that during the convening, they "reconnected and remembered what came before us and how far we have actually moved." She said that there is still a lot of work to do. Her participation in MEV has also enabled her to think beyond her own organization's perspective. Shakira said that the convening made her realize that people need to look beyond their own organizations and silos and begin to "think that the larger movement incorporates all of the different aspects that we

	are trying to address." She said that having everyone else in the room helped her realize that they are not doing a good job at "incorporating" different people and organizations in the movement.

> *Having everyone in the room helps people*
> *to come out of their immediate everyday*
> *and think about bigger pictures.*

- **Analyzing role in broader movement.** Aimee stated that, "catalyzed by the self-care workshop and Norma and Pua's visit and my conversations with them," she has been "thinking very deeply" about "where Close to Home is as an organization." Specifically, Aimee has remained conscientious of "how are we positioned or not positioned from a capacity perspective to play a role in the broader movement."

Cohort Ripples

At the cohort level, cohort members are increasingly exchanging ideas and collaborating with each other, even after only a few months of participation in the program. While many cohort members did not know each other prior to joining the MEV program, they have quickly seized on the opportunity to network, collaborate, and learn from each other. Some of these exchanges were a direct result of MEV interim work and assignments (e.g., following up with buddies), but other connections and collaborations were initiated by the cohort members themselves, including meetings over lunch, working together on conferences, and soliciting letters of support from each other. Exhibits V-3 and V-4 compare the maps for informal exchanges and formal collaborations from before the beginning of the program in May 2011 (see Chapter III) to baseline interviews before Convening 2, between July and September 2011.[2]

A side-by-side comparison of the informal exchange networks reveals a number of interesting developments between Convening 1 and Convening 2. First and most importantly, all individuals in the network are now connected to each other, whether directly or indirectly through others. Second, the shape of the network has shifted from a star-like shape with some individuals connected via a single tie to a more balanced and rounded network, with individuals connected to the network in multiple ways. This shift in the shape of the network corresponds to

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[2]   The connections shown in Exhibit V-3 and V-4 should not be over-interpreted as some cohort members were more specific and forthcoming than others in describing their contacts with other cohort members after the first convening. The maps combine reported exchanges and collaborations with cohort members between Convening 1 and Convening 2 with the baseline data on informal exchanges and formal collaborations collected prior to Convening 1 (see Chapter 3 for more information).

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the overall growing density, which increased from 9% (18 connections) to 21% (45 connections). Third, Beckie has emerged as a central figure for informal exchanges in the network, ranging from lunches and emails to working with cohort members, like Priscilla, to build connections with individuals outside the cohort.

Exhibit V-3:
Changes in Informal Exchanges
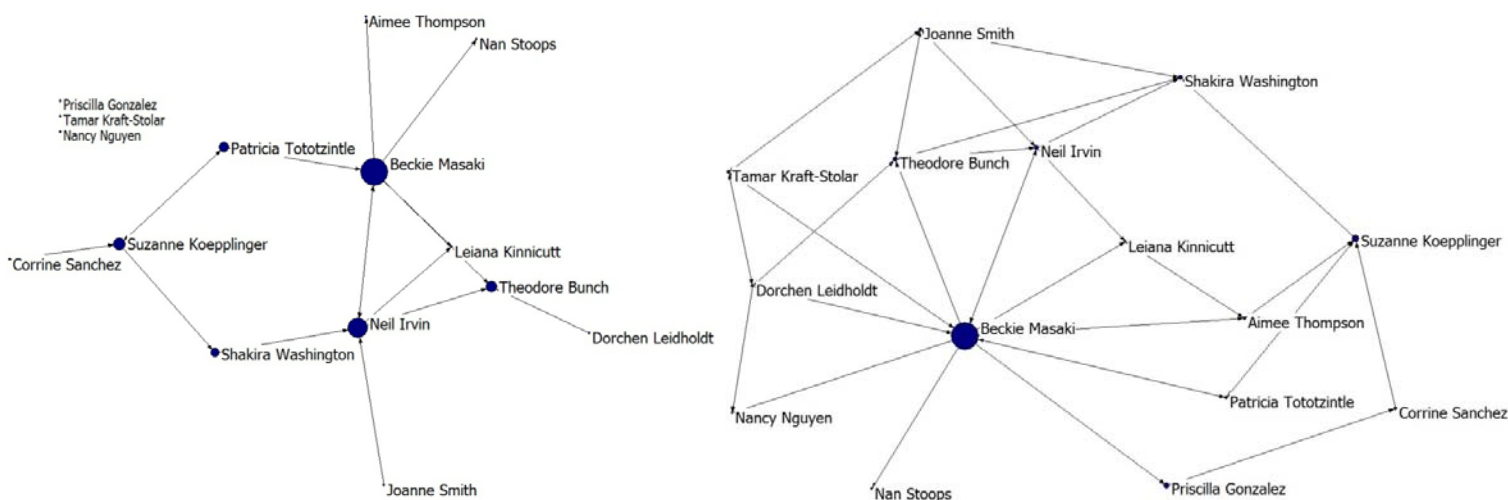
Developments in formal collaborations between cohort members were less marked than informal exchanges but reflected growing and strengthening network. Despite increases in the number of cohort members with formal connections (from 18 to 24 ties), three cohort members still remained disconnected: Corrine, Joanne, and Aimee. The majority of the formal collaborations came from individuals collaborating together on conferences (e.g., Beckie and Nancy working together on a conference on domestic violence in Asian-American communities; Neil and Leiana collaborating on a healthy masculinity conference) or sending letters to support a petition Tamar was working on with the Correctional Association of New York. Intuitively, the slower growth in the formal collaboration network makes sense in that informal exchanges often pave the way for formal collaborations. In that regard, the rapid developments in informal exchanges among cohort members between Convening 1 and Convening 2 show much promise and may be the foundation for future formal collaboration.

Exhibit V-4:
Changes in Formal Collaborations
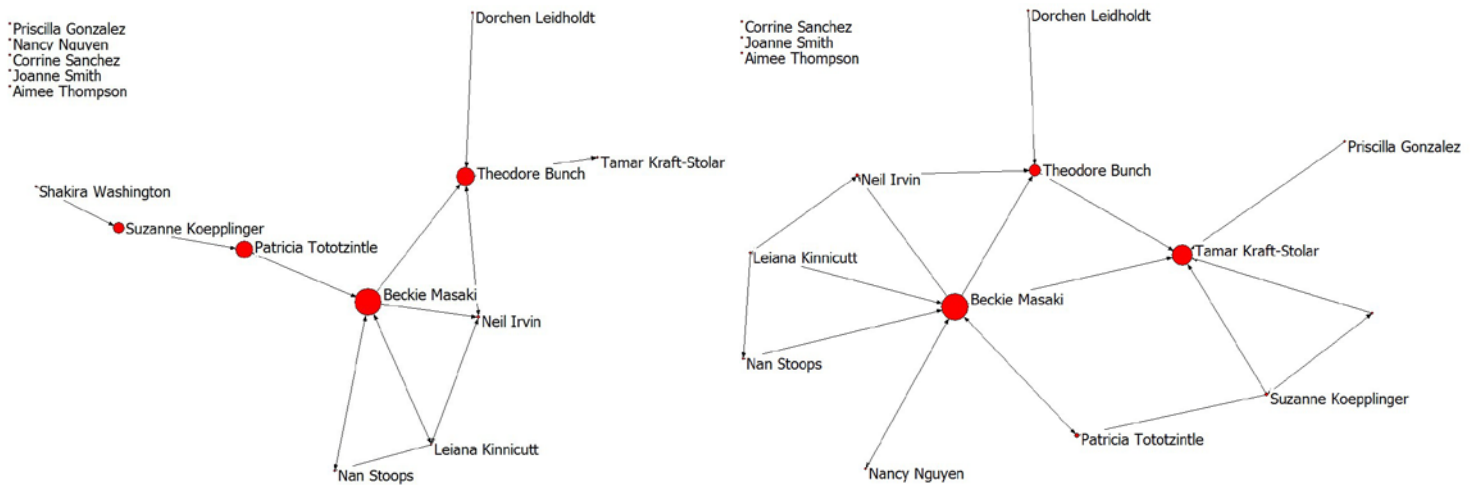
Organizational Ripples

The impacts at the organizational level have taken many forms. Almost all (12 of 15) of the cohort members described sharing what they learned at the first convening their staff and board; using tools such as the Prayer of Approach poem and the weather ball at meetings; and working to create a different kind of workplace and organizational culture. Most importantly, they reported undergoing a process of reexamining how, as an organization, they are organized to do their work internally and externally with key partners. The examples below show that being a part of MEV and having the Self-Care and Strategic Thinking Workshops (S&S) shortly after the first convening have created ripples well beyond the individual cohort members.

Exhibit V-5:
Impacts at the Organizational Level

Findings	Sample Participant Comments
More than two-thirds of cohort members are engaging their staff in a process of self-examination and empowering their staff to share responsibilities and leadership. Armed with learnings from the convening and S&S workshop, participants in MEV are creating more spaciousness, making changes (big and small) to support organizational self-care goals, developing less judgmental spaces, and devising ways to move in rhythm with each other.	• **Holding up a mirror to see more clearly**. For Patti's staff, S&S was a "rare opportunity to share inward as an organization and as an individual." Patti said that it helped for the staff to get to know each other. *It's like when you hold up a mirror to yourself, you may not like a lot of what you see. But, you may not have realized that is what you looked like… and being confused about what is in front of you. Part of that image is…this is fabulous and another part was that we need to get everyone in this…*

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Findings	Sample Participant Comments

	• **Implementing organizational self-care practices.** Several of the cohort members reported instituting organizational self-care practices, through documenting behavior and conducting regular check-ins to make sure intentions are followed through.
	
	— Shakira said that her organization has talked about developing a chart with "everything people said they would work on in terms of self-care." This chart will help them support each other to actually follow-through with completing their self-care goals (i.e., not eating lunch at your desk, drinking more water.)
	
	— Message of self-care from the recent MEV events have motivated Close to Home (CTH) staff members to undertake several changes in both their work and personal lives. In general, Aimee said, "self-care is happening." For example, the organization has included a "check-in about peoples' personal self-care plans and our organizational self-care work" in their weekly staff meetings.
	
	— Ted noted that A CALL TO MEN has worked to check in with one another more regularly to foster a sense of interdependent self-care. He cited his experience with a fellow staff member, stating, "we check in with [a co-worker] as to her workload and helping to prioritize as to not burn her out."
	
	• **Working to "keep a common rhythm while moving at different paces"** has been another way that Aimee's organization has been facilitating creating "spaciousness:"
	
	    Our sub-goal around that is having the most effective meetings possible, as a place to start. So we've gone through meetings that we have on a regular basis and determined people's roles in those meetings and determined who does follow up and who take notes, how we set agendas, what the specific purpose of each meeting is – just to get laser clear about all of that.
	
	Through achieving greater clarity about roles and responsibilities, each individuals can run with their individual pieces while still attending to a coordinated whole.
	
	• **Making support a shared responsibility.** Joanne said that the message of self-care has been a welcome "relief" by reprioritizing staff support as a shared, instead of executive-level, responsibility. She stated that the self-care paradigm "lends itself" to secondary leadership practices and mutual support, which was "really profound to [Girls for Gender Equity (GGE)] because we really need it."
	
	    When you're an under-resourced

Findings	Sample Participant Comments
	organization, there's a certain amount of guilt and wanting to overcompensate in other ways…..I used to think about it like, 'I'm here for you and you can talk to me about what's going with everything in your life,' and they totally took total advantage of that. But it didn't do us a service. For two hours they felt better, then I'm still here after they're gone and I'm drained and I still have four hours of work to do. With the self-care model now in at place at GGE, however, staff members "also have those skills so that they can give reminders to each other and to me," which has fostered a more communal sense of support. • **Creating a "more forgiving and less judgmental" space.** Moreover, the message of self-care, Joanne remarked, has made staff members more introspective about their own lifestyles. *Even when we got back, we looked at the ways folks take care of themselves and the things that they need for themselves; it allowed us to have a space that was more forgiving and less judgmental.* To facilitate creating this "space," GGE has recently "revisited" some of the material from the Self-Care and Strategic Two-Day Retreat in staff meetings and special sessions.
About half of the cohort members and their staff report application and translation of learnings and tools from the convening and work into practice. This entails extending the vision of beloved community begun at the convening and tracking how the cohort's organizations are following up on goals they set out in their organizational self-care plans. Among those who are executive directors, efforts have begun to shift their organizational culture towards more healthy habits and work styles.	• **Creating a "living mural" of beloved community in their own organization** Corrine plans to create a visual map for Tewa Women United as a way of encouraging "visualizing for the organization." *I've been doing a bunch of presentations across country and talking about visualizing the beloved community: what we're working toward instead of what it is that we're always fighting against. I really want to bring that into my space here for all the staff to go through that process and envisioning how we see community and what we'd like to have in our community that we're not seeing now.* • **Changing organizational culture.** The theme of self-care from recent MEV events resonated deeply with Ted and A CALL TO MEN, which has led to several significant shifts in its organizational culture. In general, Ted spoke of the

Findings	Sample Participant Comments
	organization's efforts to adopt a mindset of *"going with things."* Many specific changes, though, have occurred within the organization. Building upon his previous comments about the effectiveness of the S&S Retreat, Ted elaborated in his post-S&S correspondences with Norma:
	We all agreed to have office hours from 9 - 6 Monday – Friday. Prior to the S&S we worked nights and weekends; we never stopped the A CALL TO MEN machine. It has been working great cultural shift for our org. We also check in with each other about our individual challenges related to work. For example when Tony and I travel we tend to not exercise and do not eat as well as we could. So during trips we send gentle reminders from time to time… [And] we have committed to get together physically in one place with all staff two times yearly.
Almost one-third of the cohort members have conducted a deeper analysis of their organizations to determine how they can apply their learnings on forward stance in their leadership. Specifically, cohort members are reflecting on how to restructure their work or their organizations to create more of an impact.	• **Thinking about organizational stances.** Dorchen noted that she found the thinking about organizational stances to be "so valuable." *[It] helped me to understand how when things work, why they work; when we're effective, why they're effective; what gets in the way of staying strategic and having an impact.* • **Using forward stance to analyze how administrative staff can be restructured.** Suzanne said that the Forward Stance exercise has had "a big effect on her organization." She said that this was a big "aha moment" at the convening because she realized that her administrative team is "definitely in a 40/60 stance. They are reactive, they are defensive, and they are constantly trying to catch up, and they do not have the capacity to be at a 60/40 stance." Suzanne reported talking to her staff members about this, and she said that they agreed that they were in a 40/60 stance. This prompted their organization to look into different models of administrative staffing. They looked at the COO/CEO/CFO model, "talked to people in the industry," and then had a half-day board and senior leadership meeting. In this meeting, they revisited their strategic plan and discussed creating a position called the Director of Operations.
Almost one-third of the cohort members have conducted a deeper analysis of their organizations to determine how they can apply	• **Formation exercise at the self-care retreat made the organizations prioritize moving together as an organization.** Priscilla said that the "formation exercise" at the self-care retreat was an "a-ha moment" She liked that it

Findings	Sample Participant Comments
learnings on strategic thinking to their organizations. The application of the strategic learning exercises have taken the form of deeper examination of the strengths and weaknesses of their leadership structure. Through this examination, they are trying to understand why leaders are out of sync with each other, how to think more creatively and strategically, and how to hone in their areas of work and to use their energies more strategically.	was a group activity that assessed the rhythm and how they move as an organization. When the organization "asked to move in unison" they could see that they were "totally out of sync." She said that everyone knew they were out of sync for awhile, "but seeing it play out this way through their bodies…forced them to make this a priority and to think more intentionally about how they are communicating as an organization to all get on the same page." Over the next several months, they are going to look at this more intentionally.

> …This is one of the things that you normally put to the wayside, but to see it play through our bodies, we wanted to address it.

- **More strategic thinking.** Inspired by the 60-40 stance, Leiana has also incorporated more strategic thinking in the organization's work and culture.

> I've been trying to be more deliberate around creating spaces for us to step away from our desks and brainstorm new ideas and really think through strategically why we're going for a specific grant and is it aligned with our mission in terms of not just sustaining our organization but really about the vision that we have for the world.

- **Formations informing organizational leadership.** Dorchen described the formations strategic thinking activity as another highlight of recent MEV events. Specifically, she thought that the activity revealed to Sanctuary for Families its underlying leadership issues.

> [Formations] exposed some problems that we're having as an organization…It was visually clear that there are problems around leadership and consensus about leadership…We were supposed to form the visual picture of our organization and we couldn't do it very well, and I don't know that we ever really did… I thought that our difficulty in that exercise reflected the problems we're facing as an organization.

- **Not "doing it all."** Ted also remarked that *the strategic thinking exercises* were, perhaps, most helpful in revealing to his organization the importance of not "doing it all.

> I felt that the strategic thinking [exercise] was something that I was benefiting from and that it was an important conversation, around process, strategy, looking for the broader vision, and also honing in on

Findings	Sample Participant Comments
	specifics, and understanding what we can manage and what may be too much. That's one thing that's been helpful. As an organization doing this work, to be able to determine what is violence, what does that mean to you, what is it that we're really trying to end?…I think that it's good to be clear on what we're attempting to do instead of trying to do it all and to be able to manage our expectations. In his subsequent correspondences with Norma, he described how A CALL TO MEN has begun to apply this paradigm shift, stating that, "we have agreed to be okay with saying that we cannot do something and not saying yes to every request."
Organizations began to take on hard issues. Finally, going through the S&S has given cohort's organizations the motivation to take into the issues that have kept their organizations from growing and advancing.	• **Reframing issues to provide DWU with hope to work through organizational issues.** Priscilla said that the organization has had internal communications problems for a long time. She said that they used the metaphor that they have "come up against a lot of walls" regarding communication. Norma and Pua took this metaphor and reframed it to say that they are coming up against "gates" not walls and gates are something that you can move through. Priscilla said that this reframing made her organization more hopeful whereas before the organization felt "resigned."

Movement Ripples

While it is still very early to impact the movement level outcomes identified in the MEV logic model, cohort members' enthusiasm about the MEV program has motivated them to apply their learnings with their partnership with others and to also become spokes people for MEV. Following are some sample outcomes that the cohort members shared as they relate to expanding their leadership to the movement level.

Exhibit V-6:
Impacts at the Movement Level

Findings	Sample Participant Comments
Seeing potential for the vision of beloved community advanced within the movement.	• **Recognizing the movement's "unlimited-ness."** Ted described the beloved community drawing exercise with cohort members as a "powerful" strategic process. In particular, he enjoyed being able to participate in the creation of a "wish list" and document movement goals through images. *I think the process also let me know that it's unlimited what we can do. And part of that beloved*

Findings	Sample Participant Comments
	community and thinking 'what is the wish list' was really helpful because we can do all these things.
Using Forward Stance to improve coalition building and work with partners.	• **Forward stance.** Corrine has also been proactive in integrating forward stance "into all the different aspects of work that we're doing." Specifically, Corrine has employed the exercise to strengthen coalition-building efforts by "talking to other organizations that we collaborate with in coalition and network-building to talk about: where are we at as a coalition, what does this forward stance mean?" • **Using organizational stance to improve external relationships.** Although Nan said that her organization is already quite "healthy in our work habits, culture, and work-life balance," she has found the "organizational stance" to be particularly useful in her work. Not only has the stance helped to improve Nan's skills as a leader, but it has also assisted her organization in thinking about their relationships to other groups and members of the community. *I've used that a lot in talking with my board and coworkers in terms of our organizational stance and how we posture ourselves vis-a-vis our member programs and other colleagues, funders, and people in the community that we are both friendly with and perhaps more oppositional with. For us, it's thinking about what's the organizational posture or stance that we want to have given the values we have and the ways we talk about how we believe relationships should be conducted. That's been helpful. It's helped me to check myself at certain times and given a different kind of language for our staff to use when we're trying to think about how we're doing with other organizations and colleagues.*
Disseminating and engaging others around the goals of MEV and vision of beloved community.	• **Generating "ripples" beyond the cohort.** Aimee commented that she has been inspired by Convening 1 and the S&S Retreat to "bring some of the concepts that we're already talking about, like spaciousness, beloved community, and movement" to those outside of the cohort, particularly through her speaking engagements. *I've had the opportunity to speak at a couple of statewide conferences in Texas and California and I've been trying to, through those keynotes that I've been doing, bring those concepts into movement spaces and get people talking about them and get them thinking about them. I've shared some of the poems that Norma and Pua shared with us. It's been interesting. Both of those conferences, people actually really picked up those topics and they were woven throughout the conference, and that was powerful to see, which really made me feel that the conceptual design of MEV is going to have great resonance with the broader field beyond the cohort, as the ripples start to happen.* Noting that speaking to others about MEV has been an "enjoyable"

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experience that has only reinforced her confidence in the movement's potential, Aimee said that she plans to continue to reach out to those beyond the cohort. In fact, she mentioned that she will be meeting shortly with the Massachusetts Department of Health and the director of the Massachusetts's Governor's Council to discuss the initiative.

- **"Latching on" to the concept of "beloved community."** Both Nan and Aimee have also applied the concept of "beloved community" in their work, as well as in informal conversations with staff and colleagues. According to Aimee,

> *I have really latched on the whole thing about beloved communities. I've used it a lot – I've used it in speeches, conversations with individual colleagues who are troubled by where they are or what they think their station is. I just think it's been a really great, positive thing for people to want or to be a part of. I have so much appreciated that that was lifted up again in the context of the first convening.*

- **Incorporating Tai Ji during the Blue Shield gathering and at API's National Summit.** Beckie said that she has also been able to share these learnings in different settings. For example, she shared them at a Blue Shield Strong Field Project convening.

    More recently, her organization just finished holding a National Summit for the API Institute. She said that over 200 people came to SF to attend this event. On the first day, she introduced the first move of Tai Ji. Her goal was to drive home the concept of "clear cut."

    On the second day of the summit, the content of the conference worked nicely to incorporate the second move of Tai Ji, which she said is the concept of taking the past and pushing it forward. She said she was excited to be able to share the first move with the participants and the idea of incorporating physical movement.

Conclusion

In conclusion, many of the key teachings have resonated tremendously with the cohort members. The majority of cohort members report that in the short time since their participation in MEV began, they have embarked on soul-searching journeys. Specifically, the forward stance and strategic thinking have helped to shift cohort members' organizational culture, structure, and practices. They are now questioning and reexamining how they can be in rhythm with each other to maximize their well-being and impact. Less frequently talked about is the effect of the movement-building conversations begun in Convening 1. In the next and last chapter, we discuss areas for attention and considerations as MEV moves into its next phase of implementation.

VI.   IMPLICATIONS FOR MOVING FORWARD

> *MEV could be a real spark...My hope is that, at the end of the two years,*
> *we have some real vision around what we think should happen and that*
> *we can use our relationships and articulate that in a way that other people*
> *can get onboard with this.*
>
> > -   *Ted Bunch, A CALL TO MEN*

With the launch of the Move to End Violence initiative in May of 2011, all stakeholders involved expressed high expectations for the potential and outcomes of MEV. This is exemplified by the quote above by Ted Bunch, a member of the MEV Advisory Group and Cohort 1. Cohort members, in particular, hope that MEV will foster a greater and deeper level of collaboration within the movement that has been fractured by ideological differences and resource competition, and MEV will make noticeable strides in creating a unified vision, based on a holistic, intersectional framing of issues to end VAWG. Together, the expectations not only mirror the ambitious goals of MEV, but also set a high bar for both the MEV program and the cohort members themselves to make progress towards achieving the initiative level outcomes and to ultimately end violence against women and girls.

To date, MEV has more than surpassed expectations, garnering high praises from the cohort participants on multiple facets of the program's design and implementation and attracting great interest throughout the nation. Cohort movement leaders have marveled at and appreciated this "opportunity of a life time." From the respectful and collaborative tone set by Peter and Jennifer Buffet and the NoVo program staff on the role of foundations in movement building, to the visionary, strategic, and highly organized leadership of the MEV staff, to the brilliance and wisdom of the highly skilled faculty team led by Norma Wong and Movement Strategy Center, the hallmarks of this program are clear. The MEV program is willing to learn deeply, take the time needed, take big risks, and think differently about the possibilities. MEV is an unusual initiative in that is mindful of the traditional trappings of a funder-driven initiative and the deleterious mentality that undermine cohesive and healthy movement building. It is with this understanding and appreciation that the cohort members offered reflections on ways to improve the MEV experience and maximize the impact of the initiative.

In this chapter, we highlight recommendations from cohort members and other initiative stakeholders related to the overarching design of the MEV initiative that will be useful to consider when planning for subsequent cohorts. We seek to inform the questions: What are major challenges and lessons learned about designing and implementing a large scale, multi-year movement building initiative such as this one? What are the challenges of ensuring that this initiative's implementation mirrors the movement building process? We then focus on cohort members' suggestions for how to further initiative goals at the individual, organizational and movement level. Although cohort members raised a number of suggestions for improvement, it is important to emphasize that there is a deep recognition that the initiative cannot realistically tackle everything at once and cohort members communicated a "trust" and faith in the process as it is currently unfolding.[1]

Overarching Design Considerations

As a large-scale multi-year movement building initiative, MEV offers a rare opportunity to refine a shared/collective leadership development model and capacity building approach over multiple years and multiple cohorts. The faculty and leaders of the initiative are highly reflective and deeply commitment to ongoing program improvement, which means that most of the feedback we gathered from cohort members has already been provided and thoughtfully considered by MEV staff and the faculty. In this section, rather than providing feedback that has already been shared from the convening evaluation syntheses and faculty debriefs, we highlight some of the big picture design considerations that emerged across our cohort interviews.

- **Build 'spaciousness' into retreats and initiative activities.** After the first retreat, there was a near universal sense among the cohort members that they would like to have more down time and more opportunities for informal dialogue and peer exchange. While acknowledging that there is a strong desire to take advantage of the limited time that the cohort has together, it was generally felt that there needed to be more of a balance between structured and unstructured exchanges.

    > *It is rare to be able to sit and talk to other EDs about the work, you don't get the opportunity often. These are people who are lifelong [connections] and you need to have leaders who are friends, not your staff members because you are always the 'big boss.'....There were many conversations that we didn't get to because [the first convening] was so tightly facilitated.*

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[1] It is also important to note that many of the cohort members' recommendations were based upon their interviews in August 2011, after their experience of Convening 1 and the Self-Care and Strategic Thinking workshops.

- **Put cohort members in the "driver's seat."** Several respondents raised the desire for cohort members to have a greater sense of ownership over the MEV program and for retreats to be less facilitator or faculty driven. To facilitate for a smooth "transfer of ownership," cohort members suggested that the MEV project should encourage cohort members to truly "hash out" some key pieces of the initiative on their own, including elements such as the role of cohort members in further developing the website or in shaping the purpose and design of various elements. The cohort has pulled together a set of leaders, and although they appreciate the thoughtfulness of the MEV design, they are eager to begin to shape the design of the initiative.

    > *I felt that some of that work was done on our behalf through the facilitation versus us being able to hash it out. I think that those types of things, like finding moments for cohort members to increase ownership and increase buy-in into the content and concepts without being overly facilitated. And of course, going into any new process, there needs to be some structure and design in place. So I think that we're in a dance right now of figuring out that transfer of ownership.*

    Mindful of cohort members' desire to assume leadership, the MEV staff is supporting three cohort workgroups. The first two groups have responsibilities in relation to Convening 3, the international trip to India. One group is preparing speakers and presentations at the panel in Kolkata, and a second group is preparing and guiding the group's presentation to visitors and hosts in India, to best serve the cohort as an entity, as well as respect culture and custom. Yet a third group is working on "naming 'the problem' for the movement."

- **Create the space for "critical dialogues" and also come to agreement about how much consensus is necessary to move forward**. Cohort members are eager to move into the "it" of the work, particularly as it relates to the thornier issues within the VAWG movement, even while acknowledging that it may be wise to delay those conversations until after cohort members have really gotten to know one another. When has the cohort developed enough trust in each other to have these discussions? How much consensus is necessary in order to move forward effectively? Is it ok for cohort members to agree to disagree on key issues within the movement? These are key questions for MEV staff moving forward. The following are some quotes on this issue.

    > *I'm interested to see how these conceptual things unfold: have conversations about the fact that we're talking about violence against women, where do we see LGBT issues fitting in that, and some of the more thorny, conceptual practice issues, we just haven't gotten there. So I'm not sure how to assess those things yet because I think we just haven't had a time to have those conversations…In a year, if we haven't talked about it, then I'll be concerned. But now it's too soon; it's not realistic to be concerned about that yet just given where we are.*

The more time and space we have to figure out where our philosophies and values align, the better. We're going to be able to work together. I do think it will be a ripple effect, in the sense that the circles will get larger and larger in terms of movement building...It's really about time and space to sit down and figure out what grants are you going after, how can we partner and knowing what the other organizations are doing?

But maybe there's a good reason that [critical discussions are] not happening now and will happen later. What we hope is that there will not be polarization. And maybe by not having much space for these discussions, maybe we'll move together in a different way and there will be more of an opportunity for consensus.

- **Conduct a mapping of the landscape.** Cohort members indicated that there is a need for MEV participants to "understand more" about their relationships and "the landscape" within which they all operate. Interested in what relationships cohort members have, one cohort member suggests, "some kind of mapping process to really get clearer—about how we all see the landscape and see ourselves playing in that and where we have connections and influence." Gaining greater insight into their environment, would strengthen the movement's ability to move forward. This cohort member elaborates that the work could entail:

    Some more assessing of the landscape, and based on that, moving to think more about strategy: if all of this is true and here's where we want to go, we have some sense of where we are but need to understand better how we all think about problem and who we are as cohort and think more clearly about the environment...Thinking about the strategic and tactical issues to make a plan that includes identifying who are the actors and how are they connected to each other.

- **Create opportunities for cohort members to begin to identify and work on shared collaborative projects**. As discussed further in the section below, there is a strong sense of urgency within the group to "dig in" and get started on a joint project or activity. Cohort members recognize that they need to trust the process, but they are also eager to get working. Having clear projects for them to work on could help promote team and relationship building.

    I hope that there will be actual action, and advocacy and initiatives that we can really work together on at some point...I'm really looking forward to that.

    Have people that are so smart and Type A-driven in the room, let people do what they are good at...Let's not do the visioning, let's do the actual work. It is the stuff that makes me tick.

- **Provide a clear sense of the less developed MEV components and the vision for engagement post-Cohort 1.** In the spirit of forward thinking, a number of cohort members expressed interest in what lies ahead. Some are interested in how the funder engagement strategy will roll out and others are interested in their role once their official program participation time has ended.

  - **Clarify funder engagement strategy**. Cohort members universally praise NoVo's approach to funding and its long-term investment in addressing VAWG and are interested in the funder engagement part of the MEV model. As highlighted in Chapter IV, however, more than half of the cohort members said that they did not understand what MEV's funder engagement strategy will entail or how it will affect them.

  - **Clarify how will cohort members will be engaged as initiative alumni**. Similar to the concerns expressed at the end of Convening 1, one cohort member lamented that the initiative is "almost over" and she is worried that her cohort will barely be able to scratch the surface before the 18 months of convenings is over. She asked for a big picture view of how the cohort members would continue to be engaged over time.

Supporting Cohort Members

As leaders in the VAWG movement, a high percentage of cohort members are people who are used to taking action. Thus, though all cohort members recognize the value of reflection, strategic planning, and self care, there is a certain level of impatience in the group to move toward vision/issue alignment and collective action. To some extent, that is just a tension that the group needs to hold, as MEV cannot create a new way doing things without breaking old routines and making some people a bit uncomfortable. Similarly, cohort members perceive the diversity of the group as a huge asset, and yet there are some tensions within the group as they build trust and begin to dive into more contentious issues within the VAWG movement. These tensions are something that most cohort members acknowledge, and they reveal themselves in somewhat conflicting or dichotomous messages from the group about what is and is not working for them as individuals. As one cohort member said, "There's some things that may not have felt comfortable but, in fact, might be valuable…beneficial in the long run… There's value in discomfort...I'm very open [to it]." Acknowledging that there are in many ways 'two truths' happening simultaneously, the following are a few key themes about how individual cohort members can be better supported.

- **Continued attention to the need to create a sense of safety and to build relationships**. A few of the cohort members indicated that they felt somewhat isolated or 'detached' from the cohort during the first convening. This was due to

(1) a perceived generational gap within the cohort, (2) an ideological and power gap between those whose organizations are from the "center" of the VAWG movement and those whose organizations are more from the margins, and/or (3) a reluctance to give away "trade secrets." To a large degree, this connects with the bullet on the need for "critical conversations," which is in the previous section.

> *…in an initiative where you are talking about ending violence, and you are not talking about…for example…the prison industrial complex and deportation and men of color being overwhelming represented in those spaces and how to fold that with ensuring that women are safe and able to seek justice. There are pieces of the structure that are contradictory with the prison industrial complex and that perpetuate violence…I feel that conversation is an important one to have and I was so afraid of triggering [people's trauma]…*

> *…communities have been torn apart because of racism, oppression etc, so how are we going to mend this back because that is the only way we are going to end violence…to have respect for each other, and to feel like they belong to each other. Our fate is tied up with other's fates. This kind of thinking—there is so much that goes against that in our society, individualism, competitiveness, violence etc. I feel like I want us to think or talk [with each other] about that more and think about [what] that looks like in our communities and how [to] create that.*

> *I feel a little guarded with fully sharing the analysis and goals and vision of [my organization] because we have a very small shop…I feel like sharing the intimate source of where I would like to go with this work with other people who do that will give up our trade secrets… There's so many things that I want to share that are groundbreaking but it's like, 'Ahh. I don't know.'…because we're really doing some specialty stuff and I feel a little insecure about that.*

- **Negotiate the right level of engagement for participants with an effort to keep cohort members more engaged between retreats**. Despite feeling as though they had limited time to engage in certain aspects of the initiative once the returned to their full time jobs, several cohort members said that they felt detached from the initiative and wished that they had a better way to stay connected to their fellow participants between retreats. Several people raised the concept of conference call or check-ins as a strategy to keep people connected, others suggested that the online vehicles be used more systematically.

> *I wish I knew more about what each of my fellow fellows are doing in terms of campaigns and stuff… I don't feel like I know what is going on with other people at this moment. I did right when I left because we were chatting the whole time, but now, two months*

later, I feel a little out of the loop. I know everyone's super busy
and I don't know how everyone would feel about having a formal
call every month but it seems like that might be a good idea.)

I don't think they've asked for very much yet….I feel like we should
do more between meetings, whether writing more or being in a
small subset of the cohort that's working on something; I think
that's totally reasonable.

Building the Capacity of Organizations

As highlighted in Chapter V, though the MEV initiative has just embarked on the organizational capacity aspect of the initiative, cohort members have independently carried a number of lessons from MEV back to their organizations. In general, our interviews reveal that cohort members are eager for the organizational development piece because their organizations need technical support and expertise, and also because the organizational capacity piece is a tangible mechanism for them to share MEV with their colleagues and their organizations. In fact, cohort members were so positive about the self-care initiative in part because was an opportunity to expose their colleagues to the MEV model and approach, and they are eager to do more in this respect. For example, one cohort member said, "Because the timing of this is spot on for me and my organization, I'm feeling very ready, and maybe even slightly past due, for the organizational development support." Our analysis has the following implications for MEV's capacity building approach moving forward.

- **Make it clear how and when cohort members are supposed to share back MEV strategies with their organizations**. As indicated in chapter V, most of the cohort members have begun to integrate MEV concepts into the work of their organizations. Yet, colleague interviews suggest that there is often not a systematic strategy for cohort members to share back MEV learnings with their colleagues and that the process is somewhat hit and miss, depending on how busy the cohort member is. It may be useful to think through this aspect of the program in more detail in order to ensure better transfer of information and perhaps prepare some key talking points that cohort members can use to guide the "debriefing" process.

    I know that immediately after coming back [from the Two-Day
    Retreat], I scheduled a long staff meeting to bring back some of the
    ideas to the organization. What would have helped is having
    access to materials right when I did it…Also, materials to bring
    back would be really helpful.

    I feel alone in thinking about how to bring all of this back [to my
    organization] in a meaningful way and to really process it in a
    responsible way to then apply it.

- **Focus on a strengths-based approach to build the cohort's movement leadership.** We know that there are many tasks that lie ahead in order for this cohort and future cohorts to contribute effectively to the movement. In order to be successful, they must build linkages and connections with a broader movement, deepen agreement on a shared political frame, coordinate efforts, take joint action, engage in advocacy campaigns, marshal and increase resources and capacity, cultivate new leaders and build their identity as part of the movement. Although the CCAT results show a few areas for further development (e.g., outreach/organizing/advocacy skills), these skills can be learned (e.g., "technical fixes"). The baseline data also show that the cohort possesses many intangible strengths from the very beginning of the initiative that make them well suited to take on complex, "adaptive challenges."[2] These include their higher levels of leadership vision and influence and a high capacity for environmental learning and empowering others. These traits combined with the vast networks that each cohort member brings to the MEV program have the potential to be leveraged greatly. More time and effort needs to be devoted, as suggested earlier, to map the cohort members' assets, organizations, and networks so that their strengths can better leveraged in the movement building work.

- **Place a strong focus on building technical capacity, particularly use of technology and media**. Our findings on the baseline capacities of the cohort members and their organizations, presented in Chapter III, illustrate that a good percentage of the organizations have low levels of technical capacity (e.g., fundraising, marketing, program evaluation, technology, and outreach) and this is particularly true for the smaller organizations. At least one cohort member from a smaller organizations asked that MEV rely less on technology and social media, noting that she is "not really into blogging and social media," and that keeping up with the MEV website has been "difficult," especially when "just getting through work emails is a pain." This is compounded by frequent computer challenges that her organization has which points out that not all of the organizations or cohort members have good technological capacity or the skills to taking and running with some of these communication mediums.

- **Share organizational social change models with cohort members, particularly those that are tailored to particular populations.** In interviews, some respondents noted the paucity of both shared leadership models and organizational models especially for groups working with rural, Asian-American, and Native American communities. The former is critical in addressing leadership burnout and the second is crucial in engaging diverse, new stakeholders within the movement. As one cohort member describes,

  We're in a rural area, so it's also trying to partner and work with communities that recognize that ruralness. There's lots of great models

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[2] Adaptive challenges are those that we usually have not encountered before and a clear solution is not apparent. Solutions require changes in people's priorities, beliefs, habits, and loyalties. Others must be mobilized in problem solving and generative thinking.

*around organizing for big cities and movements, but there's not a lot that
looks at small rural communities – and then small, rural, disenfranchised
color of communities. And we're always struggling in figuring out ways
to engage community and organize women.*

Advancing the Movement

As discussed in Chapter IV, cohort members understand that the strengths within the movement (particularly within the MEV cohort) stem from the expertise and social justice perspective of the individuals and the organizations that are active within the movement. At the same time, cohort members feel that movement strategies generally are not well aligned, not inclusive of those on the margins, and that they fail to take into account the inherent complexity and intersectionality of VAWG issues. Cohort members are eager to begin working to advance the MEV at all levels, but are still unsure about what their next steps are and where they can begin to leverage each other's expertise and engage in joint work.

- **Create clear branding and messaging about MEV that will make it easy for cohort members to share consistent information about MEV with the broader movement.** Although several cohort members have taken it upon themselves to talk about MEV with the broader movement, others struggled with how to frame information about MEV. The following quotes speak to this.

  It will be crucial for the gender violence movement to dispel the jargon and be sure that we're all on the same page with the message.

  It may have been due to time constraints because I only had a short amount of time to present the material, but it wasn't on the top of my head how to talk about MEV. It is about having a ready explanation of what this is…

  I'm still not completely clear on what our message is… My job is to figure out how to make MEV work relevant to all of the people that I deal with every day, whether it's coworkers, programs, state coalitions, funders, or policy makers that we work with. There's a big constellation of people I work with – and I'm waiting for MEV to give me work, so I can do it…There's plenty of opportunity to cross-pollinate the work; but I'm just waiting to hear what it is.

- **Construct a vision for the movement that is as "concrete" as possible**. As described in Chapter V, many cohort members really benefited from constructing a vision for a 'beloved community' during cohort 1. One third of cohort members, however, said that they longed for a more 'concrete' notion of beloved community that also articulates tangible goals for the movement. They also said that the vision needs to be more "current" and to reflect a dynamic, intersectional, and global notion of "community."

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Any visioning exercise is "a beautiful exercise" if you are imagining a place you want to live, but there is no realistic conversation about the structures that would be in place. And, I think that is the sticking point. OK, tomorrow if this is the world we are going to be in, reality is that it is going to be structured, so where do you fall on what type of structures we are going to have... What are the real conversations about how society is going to be set up?

I'm looking forward to more concrete strategies and advocacy points that we're going to coalesce around--not just seeing broad vision, which I know is necessary and important. Because of the enormity of the vision, it's tough to maintain that and integrate that from the get-go into our organizational workings...One of the challenges has been that there is this enormous vision without too many concretes associated with it yet.

We have got some training, coaching and developing going on and doing some leadership stuff. All of these steps have to build on each other...but sitting here today, I don't know what it looks like. ...this process has to both challenge us, push us, and also allow us to show what we don't know yet.

The foundation has to help [us] recognize that [the vision is] not touchy-feely – it's a tangible goal and there are markers along that route. We've had success in this work, and we have to remember that and keep moving forward.

- **Clarify the roles of different types of organizations in the movement**. After the first convening, several of the cohort members from larger mainstream organizations felt unsure as to how others viewed their role within the movement. The strong focus on bringing voices from the margin to the center is so crucial, but doing so does not discredit or discount the work of bedrock VAWG organizations at all levels. Is there a role for large nonprofit organizations in the movement? If so, what are those roles? Key quotes related these issues are highlighted below.

I basically call myself a bureaucrat. I'm the director of a large, mainstream org, and 85% of our funding comes from the state and federal government. I'm not apologizing for it, but that's the truth. What's the place of an organization like mine in a cutting edge initiative?...There is a really important place for influential orgs – Futures Without Violence is another one, more so than us. But we have spheres of influence that are really important to this work.

Coming from [a big] organization, I realized that among some of the participants, there's an idea about big non-profits, where big

non-profits are seen as the establishment and that I, then, was a little bit viewed in those terms…One of the members said something to me at the very end that I found so telling…She said: 'I think you're so much better than your organization.' And I found that hard, because I realized that they see Sanctuary for Families as the establishment and I'm a little bit better than that but maybe a little bit suspect because of my affiliation.

- **Think through a strategy for reaching out to non-VAWG organizations and movements**. While acknowledging that there is considerable work to be done to align movement actors within the VAWG movement both domestically and internationally, several of the cohort members stressed the importance of reaching out beyond the VAWG movement in order to get the word out and build synergy with other efforts.

In conclusion, the MEV program is always attuned to the feedback and needs of the participants. The MEV staff and faculty have used real time feedback effectively to plan ahead and to incorporate learnings into the program design and redesign. Participants have benefited greatly from the MEV programs' willingness to experiment and to "get it right." The feedback to date has been overwhelmingly positive and informative. In the short time since this initiative has been launched, the participants have reported notable ripples penetrating through the individuals, organizational, cohort, and movement levels. The recommendations for consideration above are designed to stimulate thinking about how the program can be fine-tuned. . By all accounts, the MEV program is on track to take the cohort on the global site visit to deepen their thinking and strategic planning and to ready them to make leaps and bounds in advancing the movement to empower women and girls and to end violence.

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Appendix A: Movement to End Violence Theory of Change

We must articulate a bold vision for ENDING violence against women and girls in the U.S. The path to achieving that vision lies in strengthening a movement with the capacity to imagine, align around a vision of and advocate for social change.

Aligning the Movement

Findings Based on Stakeholder Interviews	Goals	Strategies	Outcomes
The anti-violence field has been incredibly successful at raising public awareness around violence against women and girls (VAWG) and public funding for services. An unintended consequence of that success has been a shift away from advocating for social change towards service provision. • With this shift to a more professionalized, service-focused industry, folks worry that the capacity for a feminist intersectional analysis of gender-based violence has been lost. • Many individuals describe the movement as at a cross-roads; and themselves as feeling burnt-out. • The field currently lacks a vibrant movement approach and movement leadership. • There are exceptional individuals and organizations who are using intersectional, community-based approaches and social change strategies to end VAWG. They have the capacity to lead the movement forward, but they tend to be isolated, under-resourced and unaligned with each other. • To create the kind of social change we want to see, we need a healthy, thriving movement.	**This initiative will:** • Facilitate the development of a common vision for the movement to END violence against women and girls in the U.S. and foster a deep commitment among promising leaders to pursuing that path together. • Encourage the use (and promotion) of a critical race, class, and gender analysis of violence against women and girls.	1. Create the space and opportunity for promising leaders to come together in a restorative setting to: (a) understand the current field and power dynamics as they relate to building a movement; (b) define and align around a unifying and directional vision for the future of the movement; and (c) foster deep relationships and the enhanced commitment and capacity to working collaboratively. 2. Create the opportunity for leaders to engage in and develop a critical race, class, and gender analysis of challenging issues in the field, getting to root causes and recognizing the multiple layers of power and oppression.	• A bonded and energized cluster of leaders committed to working together (ST) • A unified, and directional vision for the future of the movement (ST) • Bold strategies for ending VAWG through social change • Enhanced capacities to build alliances and increase collaborative efforts that magnify the impact of the movement to end VAWG (ST) • A shared critical analysis that results in an intersectional and aligned approach to the issues and philosophical questions facing the field

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Strengthening Individuals and Organizations within the Movement

Findings Based on Stakeholder Interviews	**Goals**	**Strategies**	**Outcomes**
• For a movement to be healthy and thriving, a core group of leading individuals and organizations must be properly resourced and aligned	**This initiative will:** • Promote a healthy, thriving movement by increasing the capacity of individuals and organizations to work collaboratively toward a common vision of ending violence against women and girls through social change.	3. Invest in transformative leadership development for individuals in service of their role as organizational and movement leaders. 4. Invest in organizational development and provide general operating support to ensure that participating organizations have the capacity and resources they need to engage in social change strategies (advocacy, organizing, research and strategic communications) in support of their unified vision.	• A shift towards collaborative or shared leadership models and more joyful experiences of leadership • Leaders with enhanced capacity for self-awareness and social identity as they relate to power and authority • A stronger bench in organizations resulting from a shift toward shared leadership and investment in the next generation of leaders (ST) • Organizations' increased capacity to engage in social change strategies • Organizations' increased capacity to develop, understand, and align their mission, vision, values and practice • Organizations have adopted the most appropriate organizational and organizing models to best advance the mission • Staff have developed the capacity to think strategically

Advocating for Social Change: Advocacy, Organizing, Research and Communications

Findings Based on Stakeholder Interviews	Goals	Strategies	Outcomes
Findings Based on Stakeholder Interviews • Social change is needed to END violence against women and girls in the U.S. • The movement must enhance its capacity to envision and affect social change via training in and exposure to the best advocacy, organizing, public opinion research and strategic communications theories, tactics and tools.	**Goals** **This initiative will:** • Promote social change as a primary strategy for ending violence against women and girls in the U.S. • Enhance the capacity of the individuals, organizations, and movement to understand and implement the most cutting edge social change theories and tools available to bring an end to violence against women and girls.	**Strategies** 5. Ensure that leaders have the inspiration, training, and resources necessary to develop and execute vision and strategies for ending VAWG through social change. Focus on exposure to and training in advocacy, organizing, research and strategic communications. 6. Create opportunity to apply these trainings and skills to collaborative projects or campaigns identified by the cohort(s) as core to its vision and strategy for ending violence against women and girls in the U.S.	**Outcomes** • Leaders' increased knowledge of and capacity to use fundamental (and later cutting edge) advocacy, organizing, and campaign tools and strategies (ST-MT) • Leaders' increased capacity to gauge, target, and shift attitudes and behaviors related to gender-based violence (ST) • Effective research conducted and messaging developed to support a collaborative social change project or campaign (ST-MT) • Participating organizations increase the time, energy, and resources going towards collaborative social change campaigns designed to address the root causes of gender-based violence (MT) • Increased engagement of communities in ending VAWG • Shift in public opinion, attitudes, and behaviors as a result of these social change campaigns (LT) • Increased political and social will to end VAWG (LT) • Shifts in laws and policies that address the root causes of VAWG (LT)

Building Critical Mass within the Movement and with Other Movements

Findings Based on Stakeholder Interviews	**Goals**	**Strategies**	**Outcomes**
• To create the kind of social change we want to see, we must ensure that a critical mass of the anti-VAWG field embraces the leadership, vision and strategies that are catalyzed by this initiative • At present, stakeholders both inside and outside of the U.S. report not feeling a sense of connection to a global movement to end VAWG. Fostering a more global perspective and relationships will enhance the quality of the work and provide much-needed nourishment and support to activists in and out of the U.S. • Some of the most successful social justice campaigns come as the result of integrated approaches to issues and cross-movement collaboration.	**This initiative will:** • Catalyze the leadership, vision, and strategies that will become the leading edge, embraced by a critical mass of the movement. • Foster relationship and connection to allies doing innovative work to end VAWG outside the U.S. • Encourage a more intersectional approach to the work and foster cross-movement collaboration.	7. Design a program structure that will reach a tipping point within 5-10 years resulting in a critical mass of the anti-VAWG field engaging in the vision and strategies of the movement to end VAWG inspired and led by leaders from this initiative. 8. Create opportunities to learn from and exchange ideas with allied activists from outside the U.S. as well as social justice leaders within the U.S. 9. Foster collaboration and partnership around joint strategic campaigns to end violence against women and girls.	• Increased engagement of organizations within the anti-VAWG field in collaborative social change campaigns to end VAWG (MT - LT) • Leaders in the U.S. report feeling more connected to and engaged with allies outside of the U.S. and are employing a more global frame for how they understand and approach VAWG (ST) • Leaders in the U.S. understand the opportunities for engaging in the global movement to end VAWG and are increasingly representing the U.S. in key forums, etc. (MT-LT) • The issue of VAWG is framed in a more holistic, intersectional way (ST) • A network of social justice organizations integrate our anti-VAWG analysis and agenda into their work (MT-LT)

Engagement of Other Funders

Findings Based on Stakeholder Interviews	Goals	Strategies	Outcomes
This initiative will:			
• Very little funding is currently going to support social change efforts to end VAWG in the U.S. • Foundations such as NoVo can play a catalytic role in helping to mobilize greater resources to support the social change we want to see.	• Work with NoVo staff to develop a funder engagement strategy to inform and generate greater interest and investment in the social change work of the anti-VAWG movement.	10. NoVo will engage other funders and encourage their investment in collaborative social change campaigns incubated in this initiative.	• Increase in funding for social change advocacy to end VAWG (MT)

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Appendix B:
360 Leadership, CCAT and Social Network Mapping Analysis and Data

The following exhibits support findings presented in Chapter 3 on outcome measures at baseline, including more detailed information on self and colleague ratings for the 360 performance review (Exhibit B-1), the CCAT subareas and ratings, including by size and number of years of operation, (Exhibits B-2 through Exhibit B-5), and the network maps (Exhibits B-6 through B-9).

Exhibit B-1: 360 Review

	Self			Colleague			Difference			Q
	Ave	*Min*	*Max*	*Ave*	*Min*	*Max*	*Ave*	*Min*	*Max*	
Performs primary tasks at highest standards	7.9	6.0	10.0	8.9	8.1	9.8	1.0	-1	2.2	2.0
Continually learns and improves leadership	8.1	6.0	10.0	8.9	7.0	9.9	0.8	-1	2.6	1.6
Innovative and resourceful	7.9	4.0	10.0	8.8	7.6	10.0	0.9	-1.5	4.1	2.1
Effectively communicates purpose/mission	7.8	5.0	10.0	8.9	7.8	10.0	1.1	-1	3.1	1.9
Balances short- and long-term focus	6.2	3.0	9.0	8.3	6.0	9.2	2.0	-1	4.9	1.7
Creates partnerships to move work forward	7.7	4.0	10.0	9.1	8.0	9.7	1.4	-0.7	5	1.5
Is accountable	7.1	3.0	10.0	8.2	6.0	9.7	1.1	-1.2	4.8	2.5
Inspires and supports others	8.0	5.0	10.0	8.9	7.8	9.8	0.9	-0.8	3.6	1.8
Understand needs and supports others	7.4	6.0	10.0	8.3	7.1	9.5	0.9	-1.8	2.6	1.9
Constructive in group meetings	7.3	5.0	9.0	8.9	7.9	10.0	1.6	-1	3.8	2.0
Treats others with respect	9.4	7.0	10.0	9.6	8.6	10.0	0.2	-0.7	2	1.5
Is candid and honest	8.1	6.0	10.0	9.1	8.1	9.9	1.0	-1.1	3	1.9
Listens well to others	8.0	6.0	10.0	9.1	8.1	9.9	1.1	-0.5	3.3	1.6
Receptive to feedback	7.0	5.0	10.0	8.7	7.1	9.8	1.7	-1.4	4	1.9
Provides feedback to others	7.5	6.0	10.0	8.5	7.1	10.0	1.0	-2.3	3.5	2.3

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Exhibit B-1: Capacity Areas and Subareas

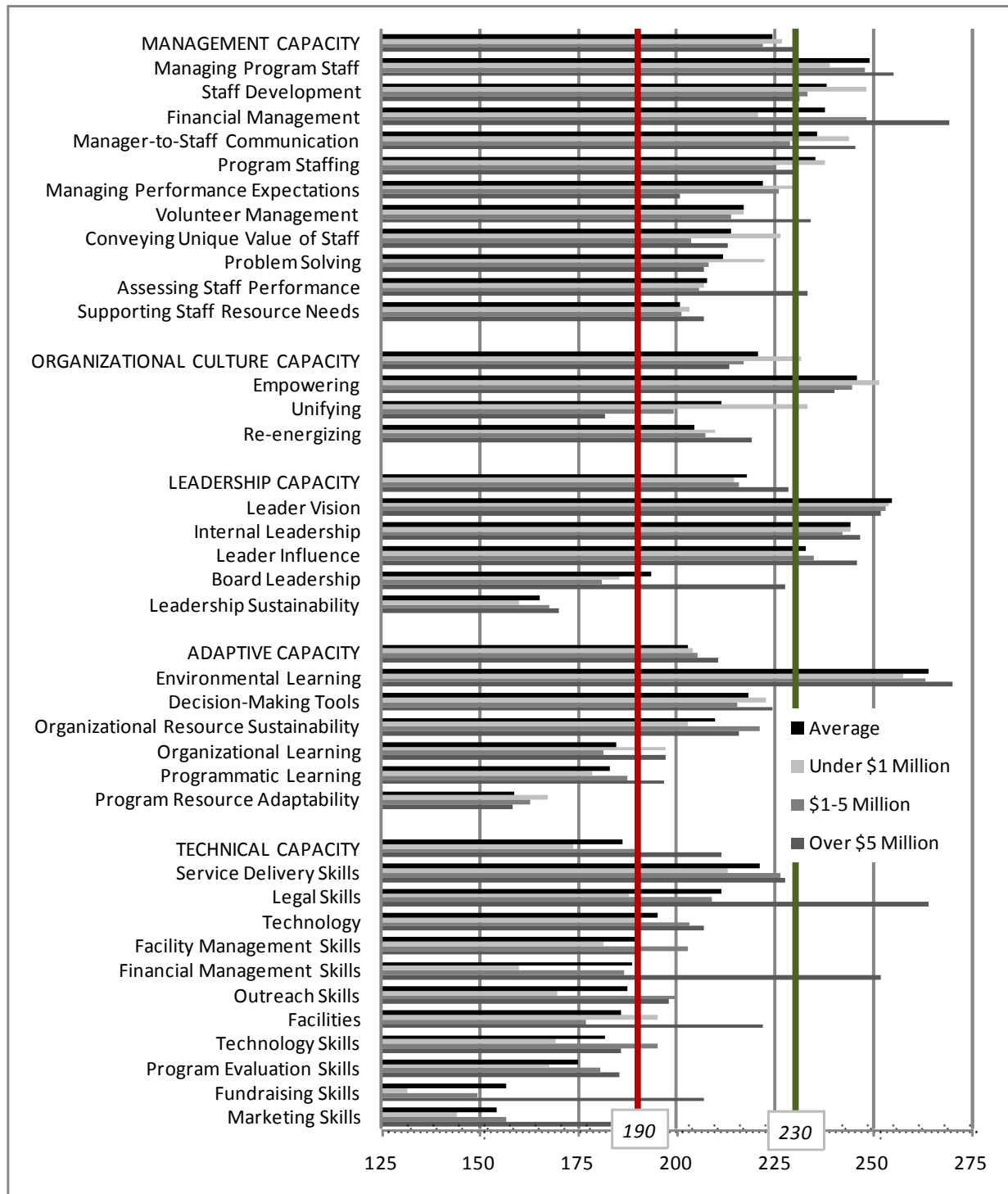| Capacity Area	Definition
Adaptive Capacity	The ability of a nonprofit organization to monitor, assess and respond to and create internal and external changes
Organizational Learning	Self-assessing, using assessment data/findings to conduct strategic planning, and following through on strategic plans
Decision-Making Tools	Using important tools, resources and inputs to make decisions (i.e., outside technical assistance, in-house data, staff input, client input, a written strategic plan)
Organizational Resource Sustainability	Maintaining financial stability in order to adapt to changing environment
Programmatic Learning	Assessing the needs of clients and using program evaluation as a learning tool
Environmental Learning	Using collaboration and networking with community leaders and funders to learn about what's going on in the community, and stay current with what is going on in the field
Program Resource Adaptability	Easily adapting to changes in program resources, including funding and staff.
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
Internal Leadership	Organizational leaders apply a mission-centered, focused, and inclusive approach to making decisions, as well as inspiring and motivating people to act
Leader Vision	Organizational leaders formulate and motivate others to pursue a clear vision
Leadership Sustainability	Cultivating organizational leaders, avoiding an over-reliance on one leader and planning for leadership transition (including having a succession plan
Board Leadership	Board functioning with respect to: 1) **Empowering** through connecting people with the mission and vision of the organization 2) **Holding** organizational leaders accountable for progress toward achieving the mission and vision 3) **Conducting** community outreach to educate and garner resources 4) **Meeting** regularly and providing fiscal oversight
Leader Influence	Ability of organizational leaders to persuade their board, staff and community leaders/decision-makers to take action)
Management	The ability of a nonprofit organization to ensure the effective and efficient use of organizational resources.
Assessing Staff Performance	Detailing clear roles and responsibilities and assessing staff performance against those roles and responsibilities
Managing Performance Expectations	Facilitating clear and realistic expectations among staff
Managing Program Staff	Managing to ensure that program staff have the knowledge, skills, and cultural sensitivity to effectively deliver services
Volunteer Management	Recruiting, retaining, providing role clarity and direction, developing, valuing and rewarding volunteers
Manager-to-Staff Communication	Open channels of communication between managers and staff, including how open managers are to constructive feedback
Program Staffing	Staffing changes as needed to increase and/or improve programs and service delivery

Capacity Area	Definition
Conveying Unique Value of Staff	Providing positive feedback, rewards, and time for reflection
Problem Solving	Organizational managers effectively, judiciously and consistently resolve human resource problems and interpersonal conflicts, including how well they engage staff in the problem-solving process
Staff Development	Coaching, mentoring, training, and empowering staff to improve their skills and innovate
Supporting Staff Resource Needs	Providing the technical resources, tools, systems, and people needed to carry out the work
Financial Management	Managing organizational finances, including staff compensation
Technical	The ability of a nonprofit organization to implement all of the key organizational and programmatic functions
Technology Skills	Ability to run efficient operations
Technology	Resources (equipment, systems, software, etc.) to run efficient operations
Service Delivery Skills	Ability to ensure efficient and quality services
Program Evaluation Skills	Ability to design and implement an effective evaluation
Outreach Skills	Ability to do outreach, organizing and advocacy
Marketing Skills	Ability to communicate effectively with stakeholders, internal and external
Legal Skills	Ability to engage proper legal engagement and coverage
Fundraising Skills	Ability to develop necessary resources for efficient operations, including management of donor relations
Financial Management Skills	Ability to ensure efficient financial operations
Facility Management Skills	Ability to operate an efficient facility
Facilities	The proper facilities (space, equipment, amenities, etc.) to run efficient operations
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.
Unifying	Promoting proactivity, learning, and a belief in the value and ability of staff and clients
Empowering	Supporting time for staff to reflect on their work, socialize, and reconnect with why they are doing the work
Re-energizing	Engendering open and honest communication across all levels in the organization, leading to a sense of a cohesive "group identity"

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Exhibit B-2: Capacity and Subcapacity Area Scores

Capacity Area	Average	Variation		
		Minimum	*Maximum*	*SD*
Adaptive Capacity	**203**	**178**	**237**	**16**
Organizational Learning	184	93	247	39
Decision-Making Tools	218	177	246	18
Organizational Resource Sustainability	210	156	254	33
Programmatic Learning	183	136	233	31
Environmental Learning	264	248	286	10
Program Resource Adaptability	159	105	195	25
Leadership Capacity	**218**	**178**	**245**	**16**
Internal Leadership	244	224	261	12
Leader Vision	255	195	285	24
Leadership Sustainability	165	127	185	18
Board Leadership	194	138	246	35
Leader Influence	233	204	258	12
Management	**224**	**211**	**243**	**10**
Assessing Staff Performance	208	132	242	34
Managing Performance Expectations	222	177	255	25
Managing Program Staff	249	201	281	21
Volunteer Management	217	168	254	28
Manager-to-Staff Communication	236	213	263	15
Program Staffing	235	189	290	32
Conveying Unique Value of Staff	214	182	235	16
Problem Solving	212	194	244	14
Staff Development	238	208	254	14
Supporting Staff Resource Needs	201	162	228	20
Financial Management	238	193	285	26
Technical	**186**	**152**	**219**	**20**
Technology Skills	182	140	217	23
Technology	195	150	240	25
Service Delivery Skills	221	170	260	29
Program Evaluation Skills	175	144	214	26
Outreach Skills	188	150	240	24
Marketing Skills	154	96	235	41
Legal Skills	211	146	282	41
Fundraising Skills	157	92	207	40
Financial Management Skills	189	120	264	43
Facility Management Skills	190	132	245	33
Facilities	189	108	282	44
Organizational Culture	**221**	**180**	**250**	**20**
Unifying	211	144	260	34
Empowering	246	215	265	13
Re-energizing	204	164	258	31

Exhibit B-3: CCAT Capacity and Sub-capacity Scores by Budget

Legend:
- Average
- Under $1 Million
- $1-5 Million
- Over $5 Million

Categories (top to bottom):

MANAGEMENT CAPACITY
- Managing Program Staff
- Staff Development
- Financial Management
- Manager-to-Staff Communication
- Program Staffing
- Managing Performance Expectations
- Volunteer Management
- Conveying Unique Value of Staff
- Problem Solving
- Assessing Staff Performance
- Supporting Staff Resource Needs

ORGANIZATIONAL CULTURE CAPACITY
- Empowering
- Unifying
- Re-energizing

LEADERSHIP CAPACITY
- Leader Vision
- Internal Leadership
- Leader Influence
- Board Leadership
- Leadership Sustainability

ADAPTIVE CAPACITY
- Environmental Learning
- Decision-Making Tools
- Organizational Resource Sustainability
- Organizational Learning
- Programmatic Learning
- Program Resource Adaptability

TECHNICAL CAPACITY
- Service Delivery Skills
- Legal Skills
- Technology
- Facility Management Skills
- Financial Management Skills
- Outreach Skills
- Facilities
- Technology Skills
- Program Evaluation Skills
- Fundraising Skills
- Marketing Skills

Reference lines: 190, 230

X-axis: 125, 150, 175, 200, 225, 250, 275

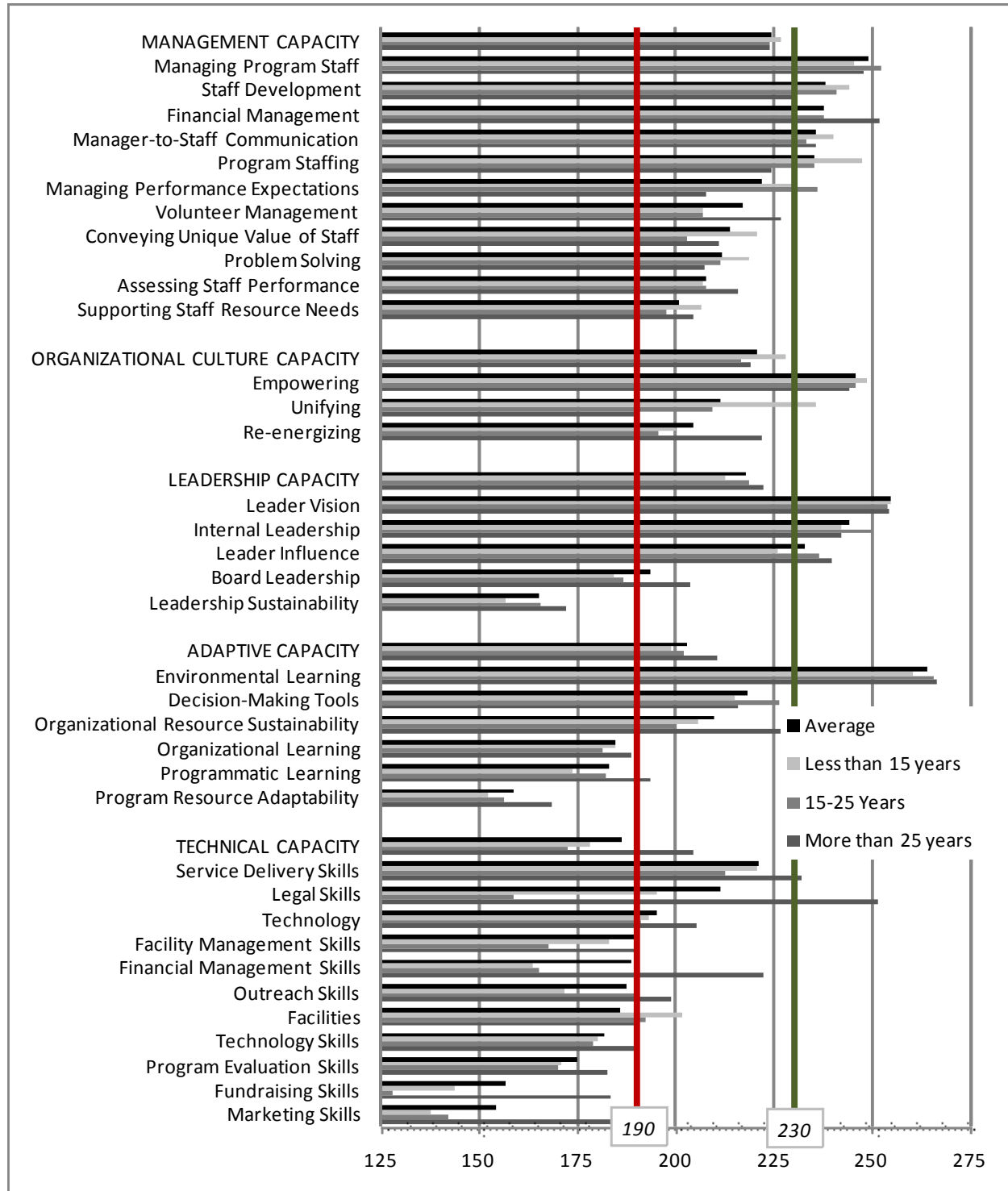Note: Organizations were grouped by operating budgets reported in the background section of the CCAT:

Under $1 million: *BPSOS-Delaware Valley, Tewa Women United, Close to Home, Girls for Gender Equity, A Call to Men*

$1-$5 million: *Men Can Stop Rape, WASCDV, Casa de Esperanza, Correctional Association of New York, Minnesota Indian Women's Resource Center*

Over $5 million: *Sanctuary for Families, Futures Without Violence*

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Exhibit B-4: CCAT Capacity and Subcapacity Scores by Years of Operation

Bar chart showing CCAT capacity and subcapacity scores by years of operation. Categories listed top to bottom:

MANAGEMENT CAPACITY
- Managing Program Staff
- Staff Development
- Financial Management
- Manager-to-Staff Communication
- Program Staffing
- Managing Performance Expectations
- Volunteer Management
- Conveying Unique Value of Staff
- Problem Solving
- Assessing Staff Performance
- Supporting Staff Resource Needs

ORGANIZATIONAL CULTURE CAPACITY
- Empowering
- Unifying
- Re-energizing

LEADERSHIP CAPACITY
- Leader Vision
- Internal Leadership
- Leader Influence
- Board Leadership
- Leadership Sustainability

ADAPTIVE CAPACITY
- Environmental Learning
- Decision-Making Tools
- Organizational Resource Sustainability
- Organizational Learning
- Programmatic Learning
- Program Resource Adaptability

TECHNICAL CAPACITY
- Service Delivery Skills
- Legal Skills
- Technology
- Facility Management Skills
- Financial Management Skills
- Outreach Skills
- Facilities
- Technology Skills
- Program Evaluation Skills
- Fundraising Skills
- Marketing Skills

Legend:
- Average (black)
- Less than 15 years (light gray)
- 15-25 Years (medium gray)
- More than 25 years (dark gray)

Reference lines at 190 (red) and 230 (green). X-axis scale: 125, 150, 175, 200, 225, 250, 275.

Note: Organizations were grouped by number of years of operation reported in the background section of the CCAT:
Less than 15 years: *A Call to Men, Close to Home, Girls for Gender Equity, BPSOS-Delaware Valley, API*
15-25 years: *Men Can Stop Rape, WASCADV, Tewa Women United*
More than 25 years: *Sanctuary for Families, Minnesota Indian Women's Resource Center, Casa de Esperanza, Futures Without Violence, Correctional Association of New York*
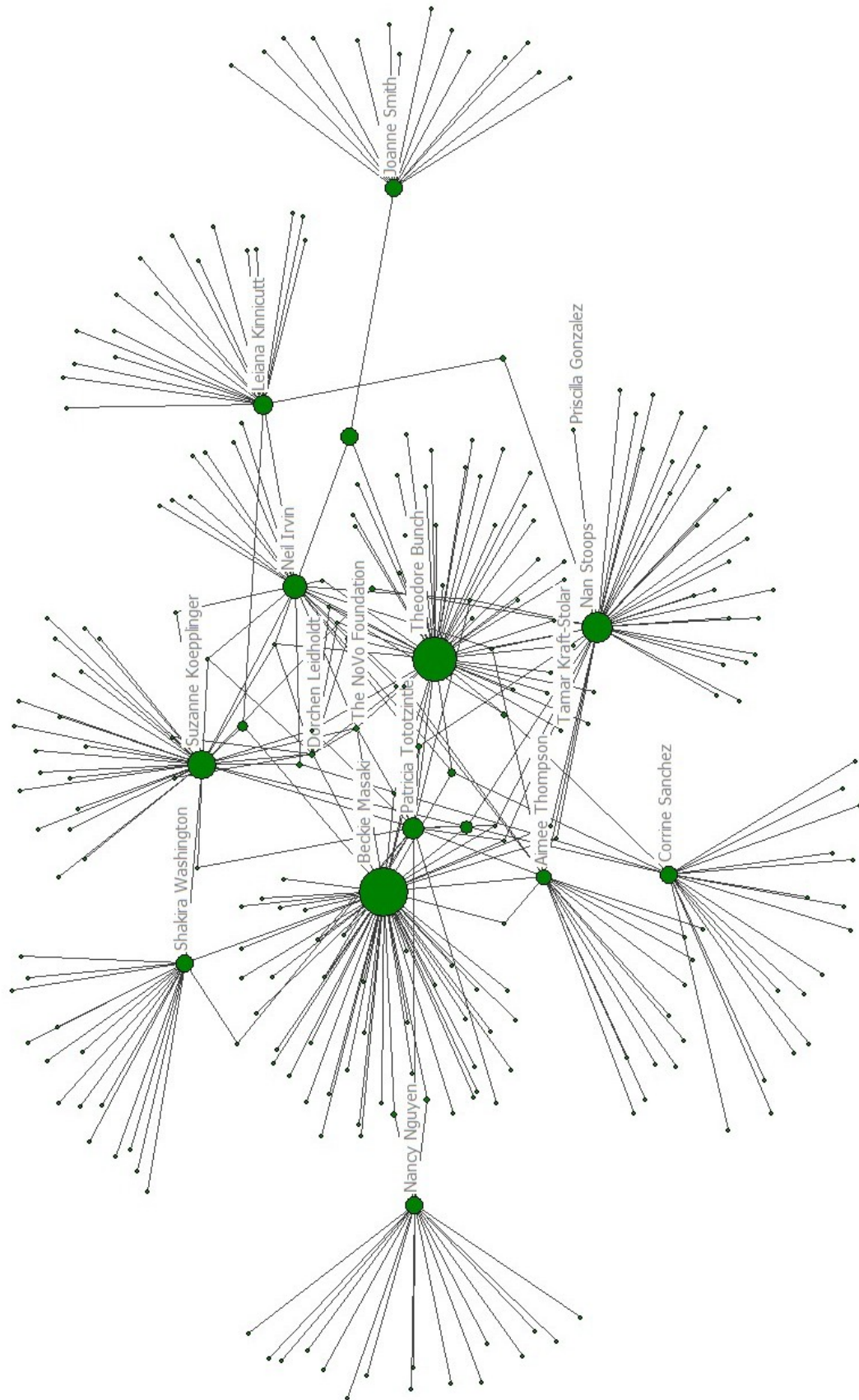
Exhibit B-5: Informal Exchanges Network

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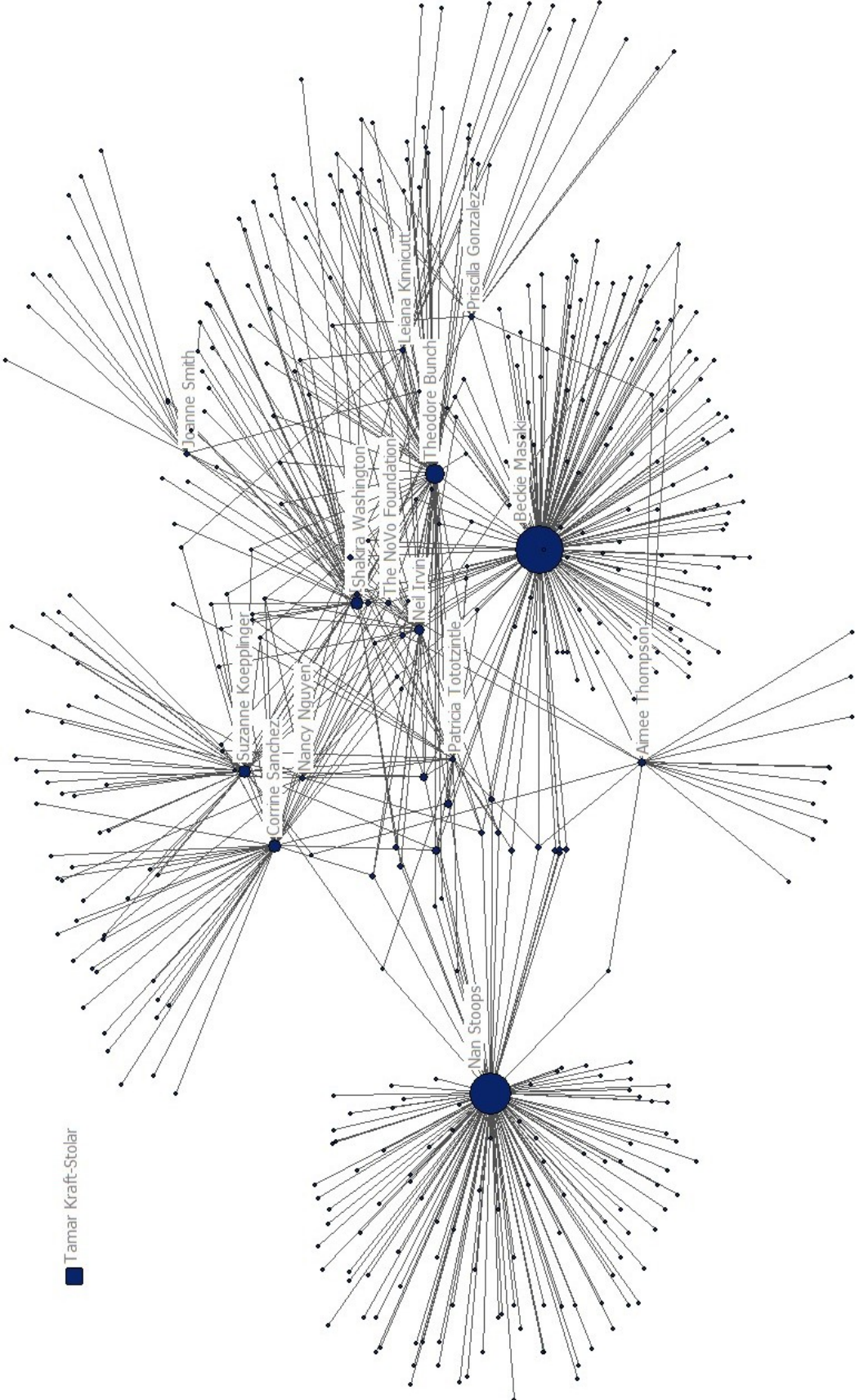
Exhibit B-6: Formal Collaborations Network
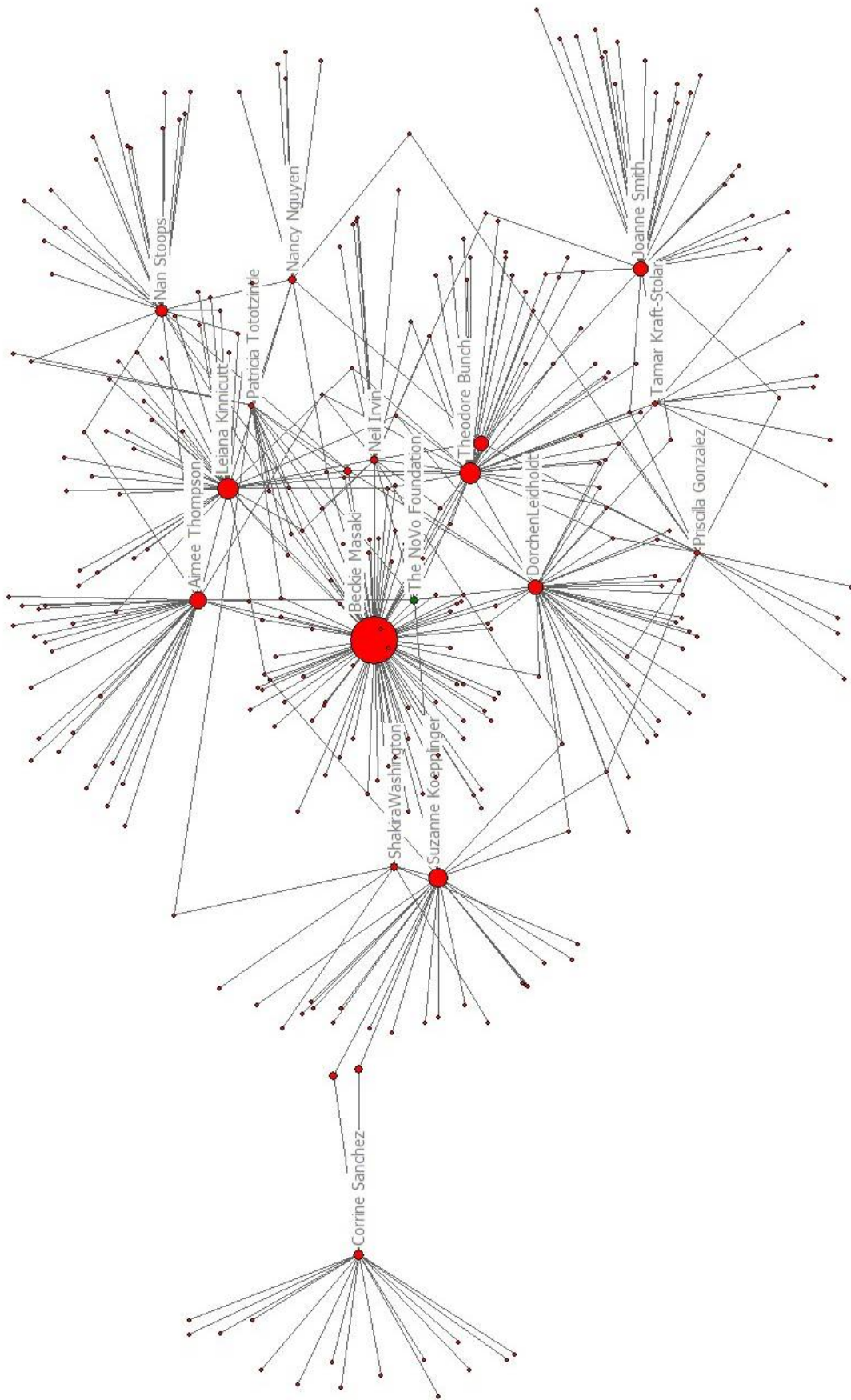
Exhibit B-7: New Ideas and Breakthroughs Network

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Exhibit B-8: Leadership Network