

MEV COLLABORATIVE FUND REPORT

In early 2014, movement makers of Cohort 1 began to expand on the bold vision and ideas incubated within the MEV program for the movement to end violence against women and girls. One of their major goals was to develop “The Network” as a movement-building vehicle to end gender-based violence in the United States. In addition, the Cohort 1 movement makers identified major areas for focus and they successfully secured funding from the NoVo Foundation to support the following:



1. Launching “the network” as a structure and process for sustained engagement of cohort members and their allies doing aligned movement building work, outside of the Move to End Violence program;
2. Building power at the margins of the movement, where innovative and transformative social change work is taking place, particularly in organizing work with girls, men and local communities; and
3. Engaging the center of the movement, where resources are held and models for service delivery are maintained, to support and join with innovations that are generated and led by the margins.

Social Policy Research was engaged as a partner to help the Network capture key learnings and outcomes related to the goals and objectives. In this report, we provide (1) highlights of preliminary accomplishments and (2) key considerations for moving forward into Phase 2 to continue to build the Network and sustain the momentum from the work of Cohorts 1 and 2.

This report presents data collected during interviews with Cohort 1 and 2 members at the end of 2014 and early 2015 and document review (e.g., proposals and reports submitted to NoVo; log of activities on Basecamp).

Progress and Accomplishments

Overall, the movement makers have made good to excellent progress in launching the Network and engaging the Center, while the Engaging the Margins work is in a more nascent stage of development. To date, these movement leaders have made a concerted effort to lay the groundwork to launch the Network, as well as engaging mainstream leaders to consider the pivots outlined in the vision created by Cohort 1. Exhibit 1 presents major objectives and examples of key milestones accomplished by movement makers from Cohort 1.

Exhibit 1. Progress on Major Objectives
Progress: Little (L); Some (S), Good (G), Excellent (E)

Launching the Network	Engaging the Center	Engaging Girls	Engaging Communities
<ul style="list-style-type: none"> Facilitate and support relationships and well-coordinated effective work [Good Progress] Provide structure to develop collaborative priorities and rapid responses to emergent opportunities [Good] Share learnings, innovations, breakthrough thinking and strategies (S) Create and activate critical mass by connecting people for greater impact (L) Sustain an organizing culture that reflects the change we want (L) 	<ul style="list-style-type: none"> Facilitate/promote national dialogue, readiness, and leadership for increased movement-building activities within mainstream DV and SA organizations. [Excellent] Support a minimum of 7 DV/SA state coalitions to implement MEV pivots and participate in the Network. [Excellent] Support at least 10 WSCADV member programs to significantly engage the MEV pivots and participate in the Network. [Excellent] Build/strengthen the connection between mainstream work and margins/Network innovations. (L) 	<ul style="list-style-type: none"> Develop a Conversation Guide tailored for girls 15-25 [Excellent] Conduct a national survey and lit review of promising leadership and advocacy skills-building approaches for girls and assist programs/young leaders in telling the stories of their work. (S) Conduct 7-10 conversations with girls/young women about the impact of violence in their lives and key stakeholder interviews. (L) Develop a Written/Multi-Media Report. (L) Engage funders to increase resources for girls programming and shift current priorities among existing funding streams. (L) 	<ul style="list-style-type: none"> Map the Margin's innovations. [Good] Launch Building Movement conversations in at least 5 marginalized communities (S) Raise the visibility of local community organizing work through conferences, social networking, media, peer exchange, and Network activities. (S) Interface with Engaging the Center strategies to create more opportunities, partnerships, and resources. (L) Engage and cultivate government funders, foundations, and donors to sustain and further the work in marginalized communities. (L)

Highlights of Key Accomplishments & Milestones

Launching the Network

Led by Aimee Thompson

- Reviewed and approved emergent Network structure:** From May to June of 2014, Aimee Thompson led the effort to engage cohort members to review the Network design, holding meetings with Cohort 1 and Cohort 2 in Oakland; New York City, Minneapolis, and a webinar for cohort members unable to attend. From these meetings, a draft document, "The Network Overview/Design" was produced and distributed to Cohorts

1 & 2.

- **Build relationships between Cohorts 1 and 2 to form core of Network.** An ongoing task has been to engage Cohort 2 in the Network's working groups, review of the Network design (May/June); participate in the Cohort 2 MEV Program working groups (the Mapping Working Group work/data, Research, etc.); and also jointly participate in Convening 6 to ensure that the Network includes both cohorts (December 2014)
- **Launched and grow pilot Girls, Organizing Communities, Engaging the Center Working Groups** (see below for more details)
- **Built the Network's capacity to function as a network:** June Holey held monthly webinars to build core network members' capacity to work from network perspective.
- **Developing** proposal and budget for Phase 2 of the Network to submit to NoVo.

Impact: The activities to date to launch the Network have garnered great energy, buy in, and provided a ready, concrete, and comprehensive set of opportunities for movement makers to engage in. (See pp. 4-9 for more details)

Engaging the Center

Led by Nan Stoops

Planning Work

- **Met with the MEV Director** to discuss strategic mobilization of the mainstream center and gained important lessons and insights about organizing nationally in a field that has both political and service activities.
- **Met with leaders of highly respected and influential National Network to End Domestic Violence (NNEDV) and the National Resource Center on Domestic Violence (NRC DV)** to engage their support for movement building within the mainstream.
- **Met with Directors of the Family Violence Prevention and Services Act** (US Department of Health and Human Services), **the Office on Violence Against Women** (US Department of Justice), and **the White House Advisor on Violence Against Women** to discuss potential changes in national policy and funding that would support flexible approaches in community-based sexual and DV work.
- **Participated in MEV program activities** – “Forward Stance” training of trainers (October 2013), and “Strategic Thinking” workshop (March 2014).

National-level Work

- **Facilitated convenings of state coalitions.** Convening 1 (April 2014) was a 2-day gathering (Salt Lake City) with the directors of coalitions in Idaho, Montana, Nevada, Arizona, New Mexico, New York, West Virginia, Wisconsin, Utah and 3 NNEDV staff. The meeting confirmed a strong and widespread interest in shifting the direction of the mainstream and surfaced potential challenges. Of the states present, ID, MT, AZ, and WI were preparing for an intensive, sustained change effort. They continued as part of a core group of state coalitions that worked together to develop, implement, and support mainstream change activities. Combined, Convenings 2 and 3 (July 8-9, 2014, Philadelphia, and July 21-22, Minneapolis) included registrations by 22 additional state coalitions.
- **Provided a plenary talk on “Shifting the Mainstream” at the “Converge” Conference** (February 2014). “Converge” was organized, in part, by MEV Cohort 2 member Marcia Olivo.
- **Facilitated a 2-day retreat of the directors of member programs of the Oregon Coalition Against Sexual and Domestic Violence** (April 29-30, 2014) in Hood River, OR. The focus of the retreat was the future of anti-violence work in the state of OR.
- **Provided a keynote and facilitation for the Women of Color Institute**, titled “Being the Beloved Community,” for the Wisconsin Coalition Against Domestic Violence (June 27-28, 2014 in Milwaukee, WI).
- **Worked with NNEDV staff to plan the annual roundtable of state coalition directors** (October 2014).

The opening plenary session featured Dr. Beth Richie, Dr. Julie Goldscheid, and Dr. Mimi Kim, all of whom delivered talks at “Converge.” They focused on cooptation by the state, loss of the movement, framing theories in violence against women work, and how to evolve and reclaim a movement orientation.

State-level Work

- In WA, WSCADV has been **working steadily with 73 member** to inspire and implement change through the “**Just Futures**” Project. WSCADV identified a **leadership group of 12 directors** representing the diversity of their membership. The group agreed to work together for a 2-year period (until Sep 2015) to develop recommendations regarding the long-term future of our work to end violence against women and girls in Washington State. This process entailed an in-depth analysis of the current policy/funding/program/workforce landscape, assessment of strengths and weaknesses, articulation of purpose, and identification of strategic shifts and new directions. See video [here](#) and specific activities below.
 - ~ 4 two-day leadership group gathering (Sept & Nov 2013, Jan & April 2014) focused on community and team building, 60-40 stance, and visioning; mapping; current state of financial health, workforce, service and program trends at member programs, and review of the change in services structure in Iowa; gender analysis in anti-violence work.
 - ~ 6 regional meetings of directors (Feb – May 2014), to review the current WA laws for DV emergency shelters and recommend revisions support desired changes in the future. WSCADV staff compiled the input and drafted language for introduction to the WA legislature at a strategically opportune time.
 - ~ Meetings with the state administrators of DV and SA funding to engage their support for potential field changes in services, prevention, and community engagement work.
 - ~ Partnership with the WA Coalition of Sexual Assault Programs in activities described above with the goal of reducing/eliminating the silo-ing of efforts.
 - ~ Meetings with boards and staff members of New Beginnings, Domestic Abuse Women's Network, and King County Sexual Assault Resource Center (large organizations in and near Seattle, WA) to discuss organizational change, movement building, and the future of anti-violence work in Seattle/King County.

Impact: Overall, this work has had a catalyzing effect, both nationally and in WA. Leaders at the community, state and national levels are inspired to slow down, vision, redirect, build new and better partnerships, focus on and support “the margins,” and be impact players with the field.

Margins to Center

Engaging Girls

Led by Joanne Smith, Shakira Washington, Leiana Kinnicutt

- **Conversation Guide for girls created and pilot tested by Kelly Miller in Idaho.**
- **Drafted survey** of promising leadership and advocacy skills-building approaches for girls.
- **Meetings among the working group** to plan and identify potential partners
- **Drafted survey to do pilot network mapping of the community organizing space** in the movement. Expected launch of survey in summer or fall 2015.

Engaging Communities

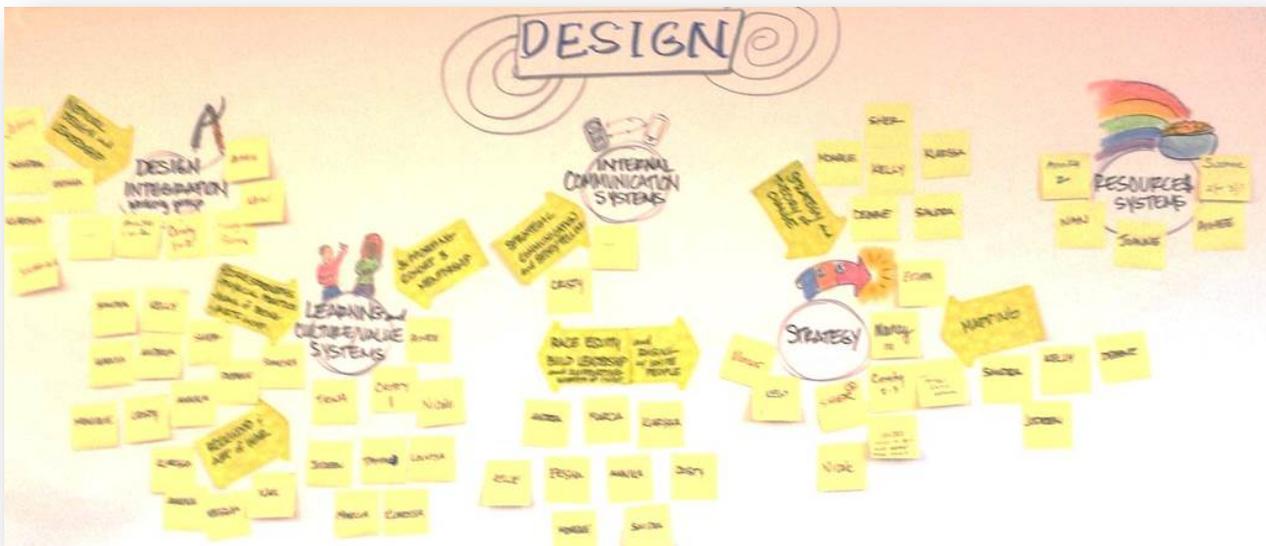
Led by Beckie Masaki and Patti Tototzintle

- **Meetings among the working group** to plan and identify potential partners (e.g. Engaging Community Working Group met April 2014 and May 2015)
- **Drafted survey to do pilot network mapping of the community organizing space** in the movement. Expected launch of survey in summer or fall 2015.

Impact: TBD. Over time, these working groups will incorporate these activities into the Network frame; however the working groups need the time and space to talk about how they are strategically related.

Progress in Launching the Network

Because Launching the Network is the main focus of this evaluation, we explore further the ways in which the Network has been developed and strengthened from 2014 to 2015. As noted in Exhibit 1 above, **the most progress was made in creating and providing structure to develop collaborative priorities.** This was greatly facilitated by the strategic thinking of Aimee Thompson and other movement maker leaders, connections made to June Holley to provide training and thought partnership, as well as collaborative engagement of Cohort 2. At Convening 6 of Cohort 2 in Aptos, CA in December 2014, Aimee Thompson and Cristy Chung provided network capacity building training and engaged movement makers in identifying key guiding values and ways that Cohort 2 movement makers could readily participate in the Network as program alumni that align with their interests and skills.



From efforts to broaden the base of participation and engagement of movement makers in leadership roles, a total of **31 cohort members** (all 15 Cohort 1 movement makers and 16 of 18 Cohort 2 movement makers) **indicated interest and commitment in participating in Network working groups** moving forward. The table below provides details on the areas of attention and level of interest and participation by the movement makers. The key areas include:

- **Network Infrastructure Working Groups** consisting of five groups focusing on design



integration, learning and culture, communications, resources, and strategies;

- **Established Working Groups** consisting of three groups focusing on engaging the center, engaging girls, and organizing communities, and
- **Emerging Opportunities Working Groups** consisting of five groups focusing on My Brother’s Keeper, NFL Game Changers, Free Marissa Alexander, Engaging Men, and Queer/Trans People of Color.

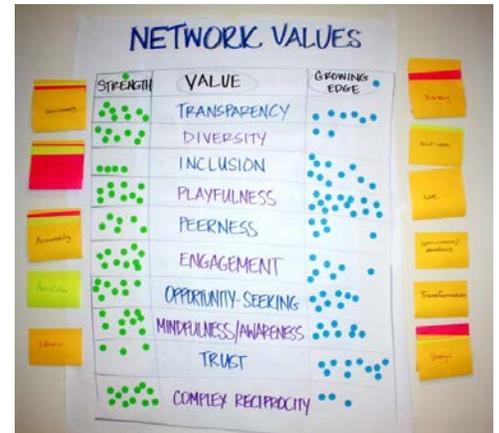
It is clear that critical groundwork has been laid to establish working groups as a way to support continuing work on the structure of the Network. This includes staffing and governance of the Network, as well as support for emerging workgroups that need to respond rapidly to opportunities such as the Free Marissa campaign, NFL game changer, Black Lives Matter, and My Brother’s Keeper.

ENLISTED NETWORK WORKING GROUP MEMBERS	
NETWORK INFRASTRUCTURE WORKING GROUPS:	
<ul style="list-style-type: none"> • Design & Integration (10): Cohort 1: Aimee, Nan, Joanne, Cohort 2: Tony, Christy, Annika, Eesha, Klarissa, Shakira, Monique • Learning/Culture/Values/Systems (5): Cohort 1: Aimee, Christy, Cohort 2: Trina, Shakira, Nicole • Internal Communication Systems (3): Cohort 1: Leiana, Cohort 2: Cristy, Lovisa • Resources and Systems (5): Joanne, Aimee, Nan, Suzanne, Annika • Strategy (10): Cohort 2: Monique, Kelly, Annika, Christy, Eesha, Nicole, Sandra, Cohort 1: Leiana, Tamar, Nancy 	
ESTABLISHED WORKGROUPS	
<ul style="list-style-type: none"> • Engaging The Center - Racial Equity in the Mainstream (7): Cohort 1: Nan, Beckie ; Cohort 2: Marcia, Debbie, Kelly, Annika, Scheherazade • Engaging Girls (10): Cohort 1: Joanne, Shakira, Leiana, Dorchen, Cohort 2: Kelly, Scheherazade, Trina, Nicole, Marcia, Cristy • Engaging/Organizing Communities (14): Cohort 1: Patti, Beckie, Aimee, Priscilla, Nancy, Corrine Cohort 2: Eesha, Nicole, Marcia, Cristy, Monique, Andrea, Lovisa, Jodeen 	
EMERGING OPPORTUNITIES	
<ul style="list-style-type: none"> • My Brothers Keepers (2): Joanne, Trina • NFL Game changers (5): Cohort 2: Debbie, Kelly, Trina, Cohort 1: Nan, and Jackie • Marissa Alexander (8): Cohort 2: Scheherazade, Marcia; Trina, Eesha, Debbie, Kelly; Cohort 1: Tamar, Joanne • Engaging Men (7): Cohort 1: Ted, Neil, Dorchen; Cohort 2: Eesha, Marcia, Tony, Nicole; • Queer/trans People of Color (2): Cohort 2: Eesha, Sandra 	

As expected, **Cohort 1 movement makers have largely been providing leadership to most of these efforts.** As Cohort 2 provided input into the Network design, **a number expressed strong interest in not only becoming active participants, but also in leadership roles in the planning and implementation of the next phase of the Network.** Cohort 2 alumni who signed

up for five or more workgroups include: Cristy (6 working groups), Eesha (6), Kelly (5), Marcia (5), Trina (5), Nicole (5).

Feedback gathered from interviews with Cohort 2 movement makers on how they plan to participate in the Network provided some considerations about the structure and refinement of the many working groups identified. One cohort member stated that despite the successful recruitment of potential members at C6, she is unclear who will be engaged and how the Engaging Communities, Girls and other workgroups will proceed. Because Cohort 1 is already taking a strong lead on the Engaging the Center, she hopes that there will be clearer communication and opportunities for Cohort 2 movement makers to be involved in other working groups.



This cohort 2 member elaborated:

I feel like we have good momentum with the Engaging the Center workgroup with Nan's leadership. Aimee has been coming into different pieces; Beckie has been part of it, so there have been other folks who have really been involved, but I don't know how the other groups are going. I am curious if people feel if that is their calling-in work too. If not, what other opportunities are out there without creating a thousand work groups? I guess that's a question I have.

Connections across the Cohorts

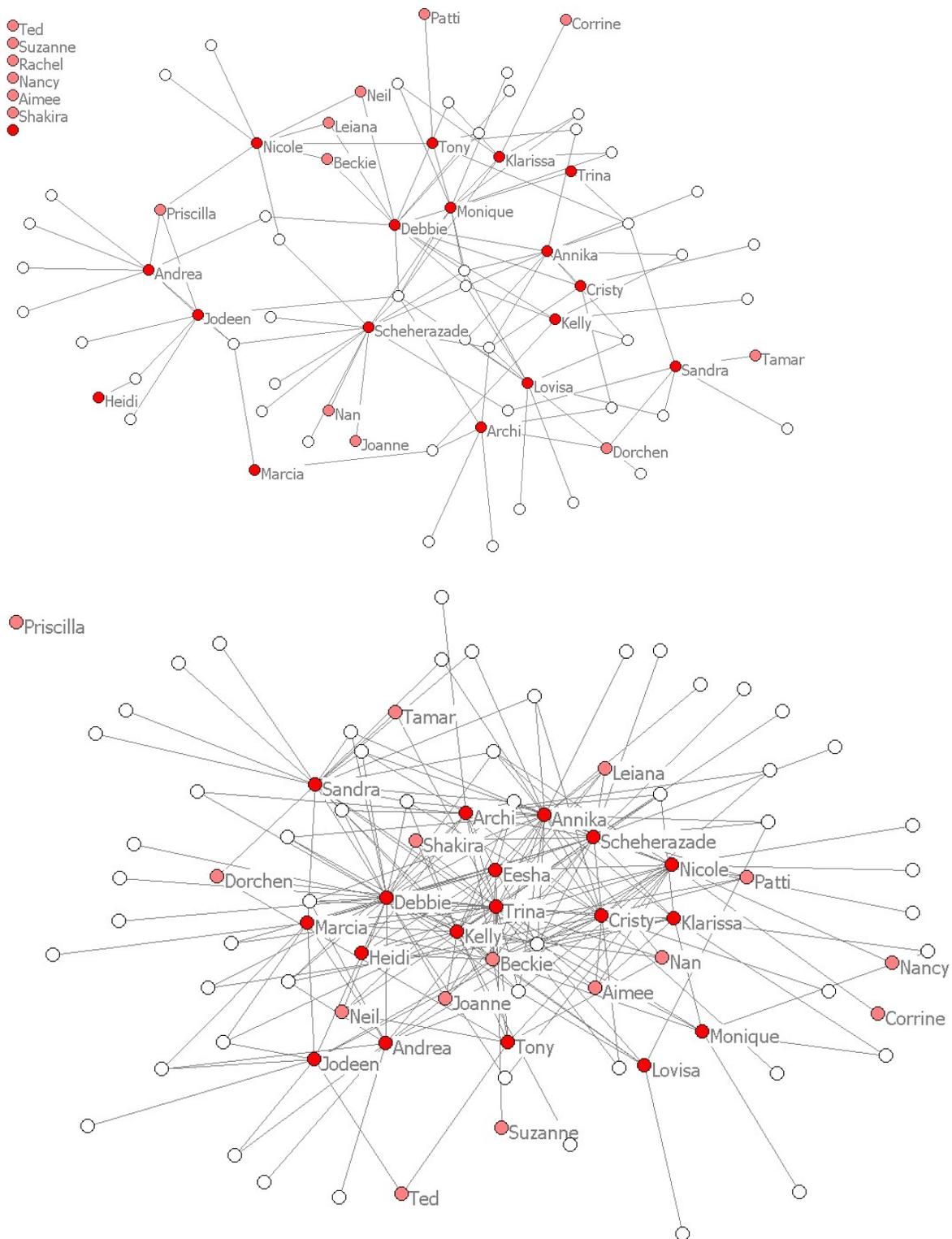
One of the objectives of the Network has been to establish strong linkages between Cohorts 1 and 2 to form the core of Network. Over the course of their participation in the MEV Program, Cohort 2 movement makers' connections were closely tracked by SPR. Based on their response to a post-survey in early 2015 with a social network component, we found that the connections increased noticeably between Cohorts 1 and 2. (See Exhibit 2 which presents the pre- and post-network maps of formal collaboration). Key findings include the following:

- **Connections with Cohort 1 have expanded with the most reported formal connections with Cohort 1 leaders:** Beckie (18, all cohort members) and Aimee (5), followed by Neil, Leiana, Joanne, Nan, Patti, and Shakira (4). As noted in Exhibit 3, these collaborations occurred both within the MEV context (e.g., as part of the Network Leadership Action Research Practice and the Design Integration Team) and beyond MEV through broader campaigns and coalitions (e.g., NFL Game Changers, Engaging Girls).
- **Cohort 2 identified some key individuals as central to many collaborative relationships in the network and can potentially help to bring others into the core of the network** (e.g., Debbie, Trina, Annika, Cristy, Beckie, and Aimee). These individuals will be vital to closing triangles and inviting greater

involvement and commitment from those who can help to further the goals of the various workgroups.

- **Shared connections of Cohort 2 with key organizations in the movement remained at mostly the national and state level although new connections formed with more diverse and less mainstream organizations**, including Northwest Network of Bisexual, Trans, Lesbian, and Gay Survivors of Abuse, Asian Women's Shelter, CUNY Law School Clinic, Pennsylvania Coalition Against Rape, V-Day. Additional organizations that at least three Cohort 2 movement makers reported formal collaborations with were California Partnership to End Domestic Violence, National Domestic Violence Hotline, and Break the Cycle. This suggests the potential for Cohort 2 to augment the capacity and further the work of the Engaging Communities and Engaging Girls work.

Exhibit 2. Formal Collaborations Among the Cohorts (from Cohort 2's perspective)



**Exhibit 3:
Examples of Reported Formal Collaborations between Cohorts 1 and 2**

Types of Collaboration	Description
Conferences and tours	<p>Converge! Re-Imagining the Movement to End Gender Violence, February 2014</p> <ul style="list-style-type: none"> • Marcia organized a two-day conference with more than 200 attendees, including cohort members as advisors and presenters: Kelly, Nicole, Monique, Eesha, Sandra, and Jodeen, and Ted, Neil, and Nan (Cohort 1) <p>INCITE! Color of Violence 4 – Beyond the State: Inciting Transformative Possibilities (COV4), March 2015</p> <ul style="list-style-type: none"> • Presentations: Scheherazade and Nancy (Cohort 1) and Monica, Maura, and Rachael • Attendance at conference, including follow-up day long planning meeting at A Long Walk Home to discuss the next steps in advancing RCPP in the VAWG movement (Cristy, Scheherazade, Klarissa, Nicole, Sandra, Annika, Eesha, Scheherazade, Trina; Joanne, Beckie, Nancy (Cohort 1); Monica, Maura, Rachael (faculty).
MEV social change planning activities and groups	<p>Mapping Workgroup (pre-C2)</p> <ul style="list-style-type: none"> • Kelly, Debbie, Sandra, Cristy, Jodeen <p>Extended Design Team: C6</p> <ul style="list-style-type: none"> • C6: Kelly, Trina, Klarissa, Marcia, Eesha, Annika, Cristy, Monique, Scheherazade (with Nan, Aimee, and Leiana from Cohort 1) <p>Network Leadership Action Research Practice</p> <ul style="list-style-type: none"> • Klarissa, Cristy, and Aimee (Cohort 1)
Campaigns and emerging coalitions and groups	<p>NFL Game Changers, ongoing</p> <ul style="list-style-type: none"> • Debbie, Kelly, Eesha, Trina, and Nan (Cohort 1) credited on website. Tony and Annika also reported involvement <p>Free Marissa Alexander Campaign, on-going</p> <ul style="list-style-type: none"> • Scheherazade, Eesha, and Marcia collaborated on a Stand Your Ground case in Florida Our Revolution, 2014 • Kelly, Eesha, Debbie, and Scheherazade plus Shakira, Joanna, and Leiana (Cohort 1) assisted in adapting the Building Conversation Guide for teens

Cohort 2’s Readiness to Engage in the Network

There are two areas where I feel especially passionate. One is around the Network where I just feel like I want to be part of it and can contribute. I want to be part of the Network because it's both intriguing and unsettling to me, intriguing and fun, and potentially very, very effective.

- Cohort 2 Member

While it is clear that a strong set of relationship has been forged among Cohort 1 members and that Cohort 1 members unanimously endorse the Network, we were interested in Cohort 2’s stance, particularly with regard to their “network mindset” and their attitude towards the

established work groups. As the above quote suggests, Cohort 2 members were intrigued and ready to transition into the Network.¹

Network Mindset: Generally, most Cohort 2 members t clearly see that they have an important role within both their organizations and within the movement to push out what they have learned through MEV. Their articulation of their potential role suggests that a network mindset is developing. For example, one Cohort 2 member emphasized the importance of addressing territoriality and supporting the work of others to succeed:

I learned a lot of valuable tools through MEV and through all of the experiences and the training opportunities. My role is now to implement that within our organization and to push it out to our membership and then our membership is moving it out to their community....When we first started, for the first 10 years, we didn't have much of that at all. We got burned and pulled back. So, I think having to take another look at where we are in this work [and re-engage because] we all do better when we all do better.

Connection to Established Working Groups. Working with Engaging Center with Nan Stoops, for example, has developed strategic relationships for Cohort 2 members such as Kelly Miller and Annika Gifford and their organizations, particularly as they focus on areas of movement alignment. According to Annika, there are some key opportunities to support the groups on the margin:

Nan, Kelly and I have had quite a few conversations. We see each other pretty regularly. We are really mindful of the perception of the influx of resources and energy into the "mainstream" and want people to understand that's going to dip down. While that dips down, there's going to be the infusion and the kind of steady trajectory of the building the powers of the margins group.

It is also very significant that Annika sees her own role and the role of her organization (the National Resource Center on Domestic Violence) as bringing the racial equity conversations to a national level. She says she is fully committed and looking forward to being part of the Network Design Integration Team. *"I'm 110% in. I'm that excited. I think it's a great opportunity. We had worked with Nan before, but this is like a whole different kind of way. I deeply appreciate her leadership and I love that Nan, Kelly and I are really partnering and gently trying to guide this."*

¹ Interestingly, this quote is by a cohort member who has missed several cohort convenings, but singles out her interest in contributing to the Network. This suggests great potential.

Similarly, as the Cohort 2 program experience came to a close, Kelly Miller saw her role expanding in Engaging the Center and has had requests to talk to other state coalitions and government agencies about her experiences. *“I’m trying to leverage as much as I can in terms of who else I share this with. Even the head of the Office on Violence against Women was here for three days for a site visit. So every night we had dinner together and I talked about MEV.”*

Demands for more leadership from the movement. Perhaps more significant, Cohort 2 members are reporting that the MEV Collaborative work is making noticeable inroads in the movement consciousness. For example, those in the DV field are asking for national organizations to provide a different kind of leadership. Constituents of NRCDV are asking the leaders to step up and lead the movement. Annika explained that a series of developments are spurring NRCDV into action.

Through our [MEV] organizational development grant, we did an external scan where Amy Sanchez, our consultant, interviewed 23 individuals who represented our constituencies. Twenty-two out of 23 said that they want our organization to step up and be more of a leader in this movement. They want us to be more visible and to claim our leadership more....My board and I don’t disagree. We understand. To do that responsibly, we might have to make some shifts in terms of our work so that we can do that and not let something drop.

We have had conversations with Nan and Kelly, and they really support including the national groups in future proposals or future thinking. So we’re very much in alignment around that. What feels less clear is how to integrate what the [state] coalition groups are doing and what we might start with the national groups and how those rivers intersect.

As state and national groups are on the precipice of key developments and pivots, it is critical for these groups to take the time to think through potential strategic alignment and needed next steps.

Key Next Steps

It is too early for this evaluation to report on outcomes related to many of the longer-term objectives outlined in the three components of the Collaborative Project. We know from research that it takes 3 to 5 years before networks begin to affect large-scale social change. According to [Network Impacts](#), the first phase should be devoted to relationship building, and the development of the network infrastructure. The MEV movement makers have made significant progress and are on course to continue this work in the planning period for Phase 2.

At the same time, this first phase of work has surfaced important lessons around the challenges that will slow the Network’s development and effectiveness:

- Capacity challenges:** In addition to the very strong leadership needed to advance the Engaging the Center objectives, the mainstream already has a ready infrastructure for in-person meetings to connect movement leaders. However, it is clear in Phase 1, despite compelling vision and will of leaders that tremendous challenges exist that are a function of persistent field/movement fatigue. According to Nan Stoops, *“Shifting the mainstream will require consistency of effort and multiple opportunities to do the work together and in person. Geographic distance and time lags contribute to lost momentum....The desire is evident, and endurance must be supported.”* It is even more evident for leaders and groups that work closely with communities who have even less financial and infrastructural support. For instance, the lead of Launching the Network had to close down her community-based organization due to lack of resources. Similarly, the Engaging Communities work stalled noticeably due to the health circumstances of key leaders. This shows how dependent the movement is on a small handful of leaders of color who are well respected, innovative, and well networked with communities, but extremely strapped for time and resources.
- Moving in rhythm.** Related to the capacity issue discussed above and the complexity of connecting mainstream work with the margins/Network innovations, the work groups are moving at a very different pace and building different levels of momentum. While it is critical to sustain the tremendous momentum of the Engaging the Center work, it is also critical that the Engaging the Center work is informed by the thinking and actions of the Margins to Center work by the Engaging Girls/Community workgroups and also the liberation from anti-oppression work of Cohort 2. This capacity issue needs to be addressed in tandem with the synchronicity issues.

According to Aimee Thompson, some key next steps in preparation for Phase II entail making decisions about important structural components that need to be put in place at outset of Phase II, including the fiscal arrangement of the network as an incubator, the staffing, and the process of the research and design on technical structural issues. More importantly, the planning for the next phase needs to also look at current networks that are functioning well to learn about issues such as membership, governance, funder engagement, how money is structured, how decisions are made about resources, how working groups work, learning and reflection processes, and communication systems. These areas for network development reflect the working groups’ ability to address all the key elements.

Questions for Consideration for Steps

Based on the challenges discussed and the key next steps, there are some crucial questions for movement makers to address in the planning of Phase 2. The questions are as follows:

- How can the Network further integrate a network frame into the work of Engaging the Center and Organizing Communities/Girls work?*

- *How can the work that Cohort 2 began within the MEV program on race, class, power and privilege be more tangibly and effectively harnessed to inform the Engaging the Center work?*
- *How can the capacity of movement makers be built? How can enough time be freed up from organizational responsibilities for movement makers working in all of the working groups to provide Network and movement leadership?*
- *How can the capacity and organizational infrastructure be strengthened of those doing the community organizing, Engaging Communities and Girls work?*

Finally, as we move into Phase 2, the following evaluation and learning questions will help to gauge the connectivity and health of the Network as it begins to address long-term outcome objectives.

Learning and Evaluation Questions for Phase 2

Network Connectivity: Membership

- Who is connected to whom? Who is not connected but should be?
- Has the network assembled members with the capacities needed to meet network goals (experience, skills, connections)?
- Are movement makers becoming more connected (especially those who have been a part of the MEV Program)?
- Are movement makers across cohorts forming authentic and honest personal and working relationships with each other?
- Is there more cross-cohort sharing of ideas, advice-seeking, personal support, collaboration, innovation and breakthrough activities, collaboration, and social change campaigns?

Network Connectivity: Structure

- What are the number, quality, and configuration of network ties?
- What is flowing through the network — information and other resources?
- How efficient are the connections the network makes?
- How dependent is the network on a small number of individuals?

Network Health: Resources

- Has the network secured needed material resources?
- What type and level of resources does the network have?
- How diverse and dependable are these resources?
- How are members contributing resources to the network?

Network Health: Infrastructure

- What infrastructure is in place for network coordination and communications?
 - Are these systems efficient and effective?
 - What are the network's governance rules and how are they followed?
 - Do decision-making processes encourage members to contribute and collaborate?
 - How are the network's internal systems and structures adapting?
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In conclusion, much progress has been achieved in the last two years, as the MEV program shifts to help build critical mass in the movement. Phase 2 will be critical in terms of expanding the network membership as well as securing the infrastructure and resources needed to advance the movement to end violence against women and girls.

