



# Theory of Change

for the NoVo initiative to strengthen the movement to end violence against girls and women.

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
<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Many individuals describe the movement as at a crossroads, and themselves as feeling burnt-out.</li> <li>The field currently lacks a vibrant movement approach and movement leadership.</li> <li>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.</li> <li>To create the kind of social change we want to see, we need a healthy, thriving movement.</li> </ul>	<p><b>This initiative will:</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>Encourage the use (and promotion) of a critical race, class, and gender analysis of violence against women and girls</li> </ul>	<ol style="list-style-type: none"> <li>Create the space and opportunity for promising leaders to come together in a restorative setting to:               <ol style="list-style-type: none"> <li>understand the current field and power dynamics as they relate to building a movement;</li> <li>define and align around a unifying and directional vision for the future of the movement; and</li> <li>foster deep relationships and the enhanced commitment and capacity to working collaboratively.</li> </ol> </li> <li>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.</li> </ol>	<ul style="list-style-type: none"> <li>A bonded and energized cluster of leaders committed to working together (ST)</li> <li>A unified and directional vision for the future of the movement (ST)</li> <li>Bold strategies for ending VAWG through social change</li> <li>Enhanced capacities to build alliances and increase collaborative efforts that magnify the impact of the movement to end VAWG (ST)</li> <li>A shared critical analysis that results in an intersectional and aligned approach to the issues and philosophical questions facing the field</li> </ul>

## Strengthening Individuals and Organizations within the Movement

Findings Based on Stakeholder Interviews	Goals	Strategies	Outcomes
<ul style="list-style-type: none"> <li>For a movement to be healthy and thriving, a core group of leading individuals and organizations must be properly resourced and aligned</li> </ul>	<p><b>This initiative will:</b></p> <ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li><b>3.</b> Invest in transformative leadership development for individuals in service of their role as organizational and movement leaders.</li> <li><b>4.</b> 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.</li> </ul>	<ul style="list-style-type: none"> <li>A shift towards collaborative or shared leadership models and more joyful experiences of leadership</li> <li>Leaders with enhanced capacity for self-awareness and social identity as they relate to power and authority</li> <li>A stronger bench in organizations resulting from a shift toward shared leadership and investment in the next generation of leaders (ST)</li> <li>Organizations' increased capacity to engage in social change strategies</li> <li>Organizations' increased capacity to develop, understand, and align their mission, vision, values and practice</li> <li>Organizations have adopted the most appropriate organizational and organizing models to best advance the mission</li> <li>Staff have developed the capacity to think strategically</li> </ul>

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

Findings Based on Stakeholder Interviews	Goals	Strategies	Outcomes
<ul style="list-style-type: none"> <li>• Social change is needed to END violence against women and girls in the U.S.</li> <li>• 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.</li> </ul>	<p><b>This initiative will:</b></p> <ul style="list-style-type: none"> <li>• Promote social change as a primary strategy for ending violence against women and girls in the U.S.</li> <li>• 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.</li> </ul>	<p><b>5.</b> 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.</p> <p><b>6.</b> 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.</p>	<ul style="list-style-type: none"> <li>• Leaders' increased knowledge of and capacity to use fundamental (and later cutting edge) advocacy, organizing, and campaign tools and strategies (ST-MT)</li> <li>• Leaders' increased capacity to gauge, target, and shift attitudes and behaviors related to gender-based violence (ST)</li> <li>• Effective research conducted and messaging developed to support a collaborative social change project or campaign (ST-MT)</li> <li>• 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)</li> <li>• Increased engagement of communities in ending VAWG</li> <li>• Shift in public opinion, attitudes, and behaviors as a result of these social change campaigns (LT)</li> <li>• Increased political and social will to end VAWG (LT)</li> <li>• Shifts in laws and policies that address the root causes of VAWG (LT)</li> </ul>

## Building Critical Mass within the Movement and with Other Movements

Findings Based on Stakeholder Interviews	Goals	Strategies	Outcomes
<ul style="list-style-type: none"> <li>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</li> <li>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.</li> <li>Some of the most successful social justice campaigns come as the result of integrated approaches to issues and cross-movement collaboration.</li> </ul>	<p><b>This initiative will:</b></p> <ul style="list-style-type: none"> <li>Catalyze the leadership, vision, and strategies that will become the leading edge, embraced by a critical mass of the movement.</li> <li>Foster relationship and connection to allies doing innovative work to end VAWG outside the U.S.</li> <li>Encourage a more intersectional approach to the work and foster cross-movement collaboration.</li> </ul>	<p><b>7.</b> 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.</p> <p><b>8.</b> 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.</p> <p><b>9.</b> Foster collaboration and partnership around joint strategic campaigns to end violence against women and girls.</p>	<ul style="list-style-type: none"> <li>Increased engagement of organizations within the anti-VAWG field in collaborative social change campaigns to end VAWG (MT – LT)</li> <li>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)</li> <li>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)</li> <li>The issue of VAWG is framed in a more holistic, intersectional way (ST)</li> <li>A network of social justice organizations integrate our anti-VAWG analysis and agenda into their work (MT-LT)</li> </ul>

## Engagement of Other Funders

Findings Based on Stakeholder Interviews	Goals	Strategies	Outcomes
<ul style="list-style-type: none"> <li>Very little funding is currently going to support social change efforts to end VAWG in the U.S.</li> <li>Foundations such as NoVo can play a catalytic role in helping to mobilize greater resources to support the social change we want to see.</li> </ul>	<p><b>This initiative will:</b></p> <ul style="list-style-type: none"> <li>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.</li> </ul>	<p><b>10.</b> NoVo will engage other funders and encourage their investment in collaborative social change campaigns incubated in this initiative.</p>	<ul style="list-style-type: none"> <li>Increase in funding for social change advocacy to end VAWG (MT)</li> </ul>