



SOCIAL POLICY RESEARCH
ASSOCIATES

Evaluation of the NoVo Move to End Violence Program

Cohort 1 Final Report
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Executive Summary

With the deep conviction that it is not enough to tackle the pervasive problem of violence against girls and women through traditional means, the NoVo Foundation is engaging in one of the boldest and most daring program in its history as a foundation. Putting its full might behind this program, the NoVo Foundation took the time in 2009 to do the necessary background research. In that process, they deeply listened to the voices of those in the movement, learned about the state of the movement (if there was indeed one), and most importantly, developed a program design in 2010 that responds to the needs of the movement. The national scan that the foundation commissioned laid the groundwork for a large-scale, 10-year, \$80 million initiative.

In April of 2011, the Move to End Violence (MEV) launched with the goal of investing in individuals and organizations in the movement, so that they have the capacity to end violence against girls and women. The NoVo Foundation found innovators across the country, brought visionary leaders together, and supported them to develop a vision to propel the movement to end violence against girls and women forward.

With the completion of Convening 6, the Pilot Cohort has reached the end of its MEV journey as a cohort. Building on the evaluation data gathered from May 2011 to April 2013, this Final Cohort 1 Evaluation Report presents the findings from our comprehensive review of Cohort 1's experience, their feedback on the MEV Program design and curriculum, the outcomes achieved to date, and key lessons and recommendations. Key methods included: document review; convening observations; cohort evaluations and faculty reflections; interviews with 15 cohort members, four primary faculty members, and a NoVo Foundation program officer; and surveys which capture assessments of outcome impacts and social networking among cohort members.

Reflections on the MEV Program

In order to holistically and comprehensively provide leaders striving to end violence against girls and women with the knowledge, skills, resources, time, and peer support to re-imagine and align around a vision of and advocate for social change, the NoVo Foundation and the Move to End Violence staff and faculty launched the MEV Program.

Overview of MEV Program

The comprehensive MEV Program is guided by its four interconnected and mutually reinforcing cornerstones: (1) transformative leadership development, (2) organizational development, (3) movement building, and (4) social change. Through these cornerstones, the program seeks to make deep investments in and have an impact at the individual, organizational, and movement levels. To this end, the program endeavors to provide an intensive and holistic two-year experience to five cohorts, each of which is connected to and builds upon the work and experience of preceding cohorts. In its first iteration, the cohort experience consisted of several main components:

1. **A series of six convenings** in restorative locations, including an international site visit and a culminating convening that is designed by the cohort and intended to engage the broader movement community;
2. **Interim work and trainings**, including a Self-Care and Strategic Thinking Workshop for each organization and a Research Practicum on Public Opinion Research; and
3. **Ongoing organizational development**, including support from both a significant general operating grant and an organizational capacity-building grant.

Highlights of Overall Program Feedback and Take-Aways

Overall, Cohort 1 reflected positively about the MEV Program and their participation in the program. In particular, the convenings were consistently highly rated by cohort members. The cohort was nearly unanimous in their praise for the convenings, with 100% noting that the overall content for four out of six of the convenings was useful and relevant and 94% noting similarly for the remaining two convenings. In fact, all convenings received a minimum rating of 3.4 out of 4.0 on each of the four main convening evaluation categories: (1) overall experience, (2) convening elements, (3) convening logistics, and (4) convening outcomes.

Specifically, cohort members highlighted many elements of the program that they felt had been meaningful and valuable. Most of these elements were already intentional aspects of MEV's program design (e.g., signature elements, convening activities, interim work activities, and overall design), which not only affirms the vision and quality of the work of the program's designers but also the efforts of its implementers and facilitators. These **key program elements** include:

- **The thoughtful, integrated design of the MEV Program**, which cohort members felt had contributed to their holistic and seamless experience.
- **The program's emphasis on building a "Beloved Community,"** as well the opportunities provided to do so.
- **The high caliber of the MEV faculty**, who consistently received high ratings from cohort members for their expertise, adaptability, and responsiveness.
- **Opportunities to interact with leaders from the broader movement** to end violence against girls and women, such as Gloria Steinem, Grace Lee Boggs, and Aruna Roy. Cohort members felt that these interactions had strengthened their understanding of the history of the movement and exposed them to new ideas, strategies, and possibilities for engaging in social change in the movement.
- **The program's emphasis on Forward Stance/Tai Ji/Physical Practice**, which cohort members found to be either "very useful" or "extremely useful."
- **The opportunity to conduct the Self Care and Strategic Thinking Workshop** with their respective organizations, an experience which cohort members described as "eye-opening," "powerful and meaningful," and "exceptionally good."

- **The opportunity to conduct an international site visit to India**, which cohort members felt had been an invaluable and transformative experience.

Cohort 1 also shared many significant take-aways they had gained from their participation in the MEV Program, most of which were directly attributed to aspects of the program’s design. These **key take-aways** include:

- The majority of cohort members (11 of 15) felt that the program has helped them to “think outside the box,” in terms of their leadership, their organizations, and their work.
- Most cohort members (9) said that they now understand the importance of self-care and prioritize and practice this.
- More than half of cohort members (8) remarked that their strong relationships with each other is one of their most significant take-aways from the program.
- Many cohort members said that they have become more self-aware and gained a better understanding of their perspectives, strengths, and weaknesses, all of which will help them to become stronger leaders.
- Several cohort members said that a key take-away from the program is the importance of strategic thinking and visioning, particularly at the organizational level.
- Several cohort members felt that participating in the program has changed their paradigms towards ending violence against girls and women.

Challenges and Recommendations

Although their experience in the MEV Program was overall very positive, Cohort 1 discussed a number of challenges they had encountered with the program. The presence of challenges relate to both the pilot group for the program and some larger issues that warrant more future exploration within a funder-initiated program, and primarily concerned three key themes that MEV staff and faculty are fully aware of and actively seeking to address: (1) a need for more spaciousness; (2) the ongoing experiment of co-creation; and (3) a need to provide cohort members with more opportunities to share and engage each other as co-leaders of the movement to end violence against girls and women. Below are key challenges identified by cohort members, along with their recommendations for remedying them.

- **Most cohort members (11) felt that they needed more opportunities to deeply share and engage in challenging, essential conversations.** To address this, they suggested providing more opportunities for cohort members to meaningfully share earlier on, drawing on support from facilitators to unpack issues, and determining how much alignment is necessary.
- **Many cohort members noted that while fostering co-creation is pivotal to generating a cohort-led movement, this is a challenging and iterative process that takes time to hone.** To address this, they identified several key elements of successful co-creation: opportunities for cohort members to not only share but contribute their expertise and experience; establishment of clear expectations;

clearly defined roles and responsibilities; and continuous acknowledgement that the process of co-creation is an ongoing experiment.

- **Echoing cohort feedback from the Convening 6 Synthesis, many cohort members said that Convening 6 felt rushed and preparing for the convening was strenuous and stressful.** To address this, cohort members felt strongly that either preparation for Convening 6 needs to be earlier or the convening itself needs to occur later in the cohort cycle.
- **Almost half of cohort members (6) felt that the program was overly structured and consistently over ambitious in terms of content covered.** To address this, they suggested providing more organic space for cohort members to explore their personal and organizational growth, and shortening, streamlining, and/or eliminating convening activities based on convening evaluation feedback.
- **Nearly half of cohort members (7) reflected that it would have been helpful to prepare Cohort 1 for their roles beyond Convening 6 earlier on.** They also noted that Cohort 1 needs adequate support and resources to not only maintain their relationships with each other but also sustain and build upon their collaborative work.
- **Several cohort members felt that the program could devote more time and place greater emphasis on collaborative leadership.** They also felt that collaborative leadership must also include leadership development and opportunities for new and diverse leaders.
- **Several cohort members admitted that while their participation in the program has been extremely valuable, it was more intensive than they had originally anticipated.** They emphasized that the intensity of the program necessitates that cohort members have strong support from the respective organizations, as well as underscores the importance of strong support from NoVo to help cohort members to integrate and implement their learnings at their organizations.

Other recommendations for strengthening the MEV Program included: providing cohort members with greater clarity about invitations to workgroups; ensuring that there is more than one male cohort member; providing more transparency to cohort members about grant amounts and how these amounts were determined; hiring MEV faculty members who have worked directly within the movement; and focusing the program more on “doing” movement building.

Assessment of Overall Movement Strength

With only two exceptions (intersectional framing and organizational models), cohort members assessed the overall movement strength more negatively at the conclusion of Year 2 along key outcomes areas than they did at the beginning of the initiative. We believe that there are two core reasons for this result. First, MEV has played a powerful role in raising cohort members’ expectations of what the movement can accomplish, and this, in turn, has led them to be more critical of where the movement currently is. Second, cohort member’s assessments at the end of

Year 2 are influenced by the financial challenges that they are facing in sustaining and extending the work they began with the support of MEV.

Assessment of MEV Impact

The following table highlights cohort members and faculty’s assessment of MEV’s impact on each of the core goal areas and outcomes. In assessing impact, respondents were clear that MEV’s primary impact thus far has been with the cohort members and their organizations.

Outcome Area	Core Findings
Aligning the Movement	
Capacities to Build Alliances and Collaborative Efforts	<ul style="list-style-type: none"> Over 80 percent of cohort members indicated that MEV had “good” or “excellent” impact in this area. One fifth of cohort members described MEV as having “some impact,” stating that the base for collaboration within the movement, even among cohort members, remains vulnerable, particularly given the uncertainty of the funding climate. Faculty were more likely than cohort members to describe the impact of MEV on this outcome as “excellent,” citing some of the collaborative work that members of Cohort 1 are engaging in together, and describing that <i>“they’re working together as a cohort and with their allies as well.”</i>
Cluster of Leaders Committed to Working Together	<ul style="list-style-type: none"> One fifth of cohort members felt that MEV made an “excellent impact” in this area, nearly half felt that the impact was “good,” and the remaining one third felt that MEV had “some” impact. Almost all who were more conservative about MEV’s impact cited how early MEV is in its development, while those that described its impact as “good” or “excellent” said that MEV provided unique and protected space for leaders to reflect on their work and connect with others. In contrast to members of Cohort 1, all faculty felt that MEV has had “good” to “excellent” impact on helping to support the development of a cluster of leaders who are committed to working together.
A Unified and Directional Vision	<ul style="list-style-type: none"> Although cohort members felt that MEV made some impact on this outcome, over half felt that there was not enough room in the convenings for leaders to grapple with the deep ideological or philosophical issues facing the movement. Ironically, some said that the positive and caring environment that MEV created for leaders <i>inhibited</i> them from engaging each other directly in areas where they disagreed (i.e., criminal justice reform). Faculty feedback on this outcome was significantly more positive, in part because they focused on the foundation that Cohort 1 had laid for future cohorts.
A Shared Critical Analysis	<ul style="list-style-type: none"> Most MEV stakeholders (cohort members and faculty) understood a shared critical analysis to be a central dimension of a unified vision. Cohort members, however, have their own understanding of what a critical analysis is, what it means to “shared” a critical analysis, and how important it is that this be present in order to push forward a common agenda or vision. As such, cohort members were mixed on the degree of impact that MEV has had in this area.
Strengthening Individuals and Organizations—Identified as greatest area of impact	
Awareness of Self and Social Identity	<ul style="list-style-type: none"> With an average score of 3.4 from cohort members and 3.6 out of 4.0 from faculty, awareness of self and identity was the highest rated initiative-level outcome. Cohort members tended to talk about this outcome relative to their own leadership and

Outcome Area	Core Findings
Increased Organizational Capacity for Strategic Thinking	<p>role within the VAWG movement. They also spoke about this dimension in the context of the MEV's focus on self-care and sustainability.</p> <ul style="list-style-type: none"> As a group, cohort members assessed the impact of MEV on this outcome very positively, such that this received the second-highest average outcome score. Although faculty members also rated the impact of MEV on this outcome positively, they were less likely than cohort members to say that it had "excellent" impact.
Organizations' Development of and Alignment with Values	<ul style="list-style-type: none"> Like the previous two outcomes, this outcome received an above average impact rating. In our interviews, however, cohort members did not provide too much commentary around this outcome. Part of this may be because most participants are still in the middle of their organizational development (OD) projects.
Collaborative, Shared Leadership Models	<ul style="list-style-type: none"> MEV was seeking to support organizations to take on shared leadership, but also seeking to support shared leadership within the MEV Program itself. Faculty members generally viewed this MEV's impact on this outcome very positively.
Adoption of Best Models to Advance Organizational Mission	<ul style="list-style-type: none"> In general, cohort members did not provide too much commentary around this outcome, in part because most participants are still in the middle of their OD projects. A few cohort members had used MEV as a launch pad to make significant organizational shifts that would advance their mission, but others were too busy and overwhelmed to share what they were learning from MEV with their organizational teams.
Bench of Organizations Committed to Next Generation Leadership	<ul style="list-style-type: none"> Although the average outcome measure for this outcome was above average, there was disagreement among cohort members about the degree to which MEV is engaging and supporting young leaders to be the next generation of leaders.
Sustainable and Healthy Leadership	<ul style="list-style-type: none"> Most felt that the focus that MEV placed on self-care was transformational and crucial for them as individuals, and yet they were finding it very challenging to keep up those practices over time. Further, everyone agreed that burnout and exhaustion are commonplace within the VAWG movement, and that it will take considerably more work to change the self-sacrificing approach that so many movement leaders take to their work.
A Thriving Ecosystem	<ul style="list-style-type: none"> This is clearly a long-term outcome and it received the lowest average outcome score (2.4) of any outcome in this goal area. In general, cohort and faculty agreed that MEV had made progress towards this goal, in part because of the ecosystem of organizations and leaders that were engaged in MEV, but that the progress made through MEV was only the beginning.
Enhancing Movement's Capacity to Advocate for Social Change	
Capacity to Gauge, Target, & Shift Attitudes & Behaviors	<ul style="list-style-type: none"> Both cohort and faculty members offered sparse feedback for this outcome. Those who did either felt that it was too early to see shifts in attitude take place or that cohort members have yet to translate the ideas in MEV into any action. The focus of Pivot 3, moving from service to a transformational social change, was key to cohort members' understanding of how MEV is embracing and pushing forward to social change.
Effective Research and Messaging	<ul style="list-style-type: none"> There was broad variation in how cohort members perceived the impact of this support, in part because cohort members varied so significantly in their base of experience and understanding in this area.

Outcome Area	Core Findings
Capacity to use Fundamental, Cutting Edge Advocacy, Organizing, and Campaign Tools & Strategies	<ul style="list-style-type: none"> • The faculty were significantly more critical of MEV’s impact in this area than were cohort members (2.0 vs. 2.47), indicating that they felt that MEV was not really successful at the skill-building piece and that the general content of the sessions were not really “cutting edge” as much as they were general overviews of approaches and ideas. Some faculty attributed this to having overestimated the baseline capacity of cohort members to advocate for social change and to take risks.
Building Critical Mass within the Movement and with Other Movements	
The Issue of VAWG is Framed in a [more] Holistic, Intersectional Way	<ul style="list-style-type: none"> • Cohort members rated this outcome as the fourth highest of all the MEV impacts, while 100 percent of faculty felt that MEV had a strong impact in this area. The variation across respondents related in part to the degree to which cohort members focused on the movement as a whole, compared to those immediately engaged in the cohort. • The issue of intersectional framing was raised repeatedly by cohort members when discussing a variety of previously discussed outcomes, such as the development of a unified vision and shared critical analysis. In fact, intersectional analysis was perceived by many as the core critical frame that MEV hopes to bring to the broader movement, as represented by Pivot 2.
Connection and Engagement with Allies outside of the U.S. and Usage of a Global Frame	<ul style="list-style-type: none"> • Despite what cohort members described as a very successful trip to India, this impact of MEV on this outcome was rated relatively low (2.47) compared to other outcomes, because cohort members were not sure how to translate their experience in India into ongoing connection and engagement with allies outside the U.S.
Engagement of Other Funders—the lowest rated goal and outcome	
Engagement of Other Funders	<ul style="list-style-type: none"> • As the lowest rated goal and outcome, both the cohort and faculty noted the lack of progress on the funder engagement strategy. In particular, they noted the lack of a well-articulated strategy and untapped potential within the NoVo Foundation and within the larger philanthropic arena. Amongst those who gave favorable impact ratings, their feedback point to NoVo’s flexibility and willingness to be close partners in this work.

Recommendations for Strengthening Movement Outcomes

- Clarify the role that Cohort 1 will play in MEV moving forward.
- Provide the space for cohort members to learn about the work of each other’s organizations and have “critical conversations” about areas of the movement where there is disagreement.
- Engage a broader group of stakeholders in MEV and increase sharing of information.
- Provide practical tools and resources to facilitate knowledge transfer from cohort members to their organizations and key partners.
- Develop leadership pipelines for young people in the movement.
- Engage strong activists in the cohort and draw on their skills and experience to enhance to the research and advocacy capacity of the whole group.

- Build on cohort members’ existing networks, both domestic and international. Develop a communication campaign to reach diverse stakeholders and other movements.
- Determine who are NoVo's allies and develop a campaign to engage them and leverage NoVo’s investments. Specific steps include: (1) setting up a matching fund challenge; (2) segmenting audience to clearly set up targets and objectives; (3) partnering with public figures to convene local private funders and individual donors; and (4) partnering with cohort members for fund development.

Connections to Movement Leaders and Movement Building Activities

One of the overarching goals of MEV is to support unifying and building a critical mass within the movement to end violence against girls and women. To document Cohort 1’s connections to each other and the movement, we collected information on their *informal exchanges* and *formal collaborations* at three points in time: prior to joining MEV, at the mid-point of MEV, and after Convening 6, the conclusion of their participation in MEV as a cohort. *Informal exchanges* include sharing information on events, campaigns, and program services and trading notes on strategies and best practices while *formal collaborations* include participating in the same coalition or network, presenting at summits and conferences together, or working on advocacy efforts together. To understand the evolving MEV network and movement building activities, the evaluation also draws on interviews with Cohort 1, Cohort 2’s baseline networking data, and reports from the Building Movement Conversation hosts.

Connections among Cohort 1 Members

Over the course of their participation in MEV, Cohort 1 transformed from a loosely connected group of leaders with few connections to a dense and highly interconnected network (Attachment 1). Key highlights include:

- **Dramatic increase in connections.** Prior to joining MEV, a number of cohort members had no previous ties or connections with other cohort members. At follow-up:
 - **In the *informal* network, connections expanded from 9 percent of all possible connections to 80 percent**, which serves as strong evidence of a well-developed “trust network” among the cohort members. Examples of *informal exchanges* included traveling together in India, serving as peer coaches, exchanging on a personal basis (e.g., sharing baby pictures), sharing information, articles, and other resources, and touching base regularly.
 - **In the *formal* network, ties among cohort members increased from 9 percent to 40 percent.** Over the course of MEV, cohort members provided each other with training and mentorship, collaborated on training and technical assistance to other

organizations, hosted and co-presented at conferences, summits, and roundtables, and collaborated on MEV work.

- **Transformation into stronger, more diversified networks.** In the *informal exchange* network, no single individual dominates the core of the network. In the *formal collaboration* network, while cohort member Beckie Masaki still occupies a central location, more cohort members are connected to each other without going through her.
- **Increased mutual recognition of connections.** For the *informal* network, the percent of agreed upon connections increased from 28 to 74 percent and in the *formal* network, from 50 to 58 percent.

Connections with Other MEV Participants

Networking information from Cohort 1 and Cohort 2 showed patterns of connections among Cohort 1, Cohort 2, and Convening 6 participants in the expanding MEV network:

- **Cohort 2 members are on the edges of the *informal exchange* network.** Although not as central as Cohort 1 members, Cohort 2 members have informal ties to each other and Cohort 1, pointing to a strong starting point for their participation in MEV.
- **Some Cohort 2 members are engaged in formal collaborations with Cohort 1.** A handful of Cohort 2 members are embedded in the *formal collaboration* network, including colleagues of Cohort 1 members, funders, and representatives from national and state organizations.
- **Convening 6 participants with key roles** include colleagues of Cohort 1 members and individuals at organizations with a national scope.

Connections with Broader Movement

At the broader movement level, there was an overall increase in both the number of connections as well as the number of shared connections (Attachment 2):

- **Formal collaborations with organizations in the broader movement increased almost 20 percent**, from 478 to 569 . In total, there were seven organizations with five or more formal collaborations with cohort members at follow-up (excluding The NoVo Foundation).
- **Informal exchanges with organizations in the broader movement increased nearly 25 percent**, from 594 to 735 connections, including many of the same organizations that were also identified broadly for formal collaborations.
- **Funders were present in both the informal and formal networks with only small overall growth.** From the beginning of the MEV program to April 2013, funders selected under *informal* and *formal* connections increased from 11 to 14 different funders. **Most funders were on the periphery of the network** with only *The Novo Foundation, Bill and Melinda Gates Foundation, Joyful Heart*

Foundation, and The National Crittenton Foundation connected to more than one cohort member.

Movement Building Activities

Over the past two years, Cohort 1 members engaged in a variety of movement building activities, within their own organizations and at the local, state, and even national levels. In addition, Cohort 1, Cohort2, and Convening 6 participants reached out to their networks through the Building Movement Conversations launched in December 2011 with the goal of engaging activists, leaders, and community members in conversations around a vision to end violence against girls and women.

- ***Who organized the conversations.*** A range of Cohort 1, Cohort 2, and Convening 6 attendees and their organizations hosted conversations. **Hosts were both central to the formal collaboration network and on the periphery**, suggesting that the Building Movement Conversations have the potential to engage individuals on the margins of the expanding MEV network and their respective networks in this critical visioning phase (Attachment 3).
- ***Who participated.*** During a twelve-week period, at least 33 formally reported conversations were convened in eight states in the U.S. and one country in Africa. In total, at least 433 people participated. The average number of participants per group was 16, with participants ranging from 4 to 100.

Through the Building Movement Conversations, the Pilot Cohort's goals were to: (1) put a stake in the ground as to what the movement might align around, and (2) catalyze conversation about key issues related to where the movement is headed. Following were major themes that emerged:

- **Most respondents reported deep resonance and alignment with the vision** and indicated that it confirmed their efforts and direction.
- For others, **the vision (and particularly the vision graphic) felt too general and generic and lacked focus and strength.**
- Other feedback (primarily from two hosts) included the **need to explicitly address systemic change**, raising the importance of valuing women, and the need to hold those who use violence accountable.

Next steps should support individuals and organizations in taking concrete steps toward action based on these conversations, as well as foster the leadership of Cohort 2 members and engage Convening 6 participants in future community conversations.

Recommended Next Steps for Network Building

Key next steps include the Cohort Collaborative Grant, undertaking an intensive landscape analysis (currently underway with Cohort 2), and a movement wide social network survey (a potential project for Cohort 2 as a part of the landscape analysis). These actions can build on the initial networking findings in this report and provide deeper insight on key players and the strength of connections in the movement. Specific next steps include:

- Analysis of the network maps to support building power at the margins of the movement
- Analysis of the network maps to support to engage the center of the movement, cross-movement collaboration, and funder engagement

By partnering with Cohort 1, Cohort 2 and/or the MEV staff, the evaluation has the potential to answer cross cutting questions about key individuals in the network and to support the movement building work.

Lessons Learned in Movement Building and Implications for Moving Forward

Lesson 1: Movement building requires tremendous flexibility to experiment and to anticipate the “unanticipatable.” Due to the pioneering nature of this work, MEV staff has emphasized to all involved that it is critical to view this work as highly experimental. The implications of holding an experimental mindset are many. This work calls for creating the space to practice (1) patience for taking risks and not prematurely expecting longer-term outcomes, (2) assumption of good will and intentions, and (3) forgiveness for making mistakes. Further, success also requires the careful practice of continuous listening to cohort members’ feedback to guide mid-course adjustments.

Lesson 2: Movement building illuminates paradoxes that necessitate recognition and reflection. One surprise was the realization of the cohort’s level of readiness for risk taking. This readiness factor subsequently influenced in the cohort’s capacity to engage in essential conversations and social change campaign planning. The implication of this lesson is to reflect and delve into the root causes of paradoxes (e.g., of fierce activists who can also be deeply compassionate and protective of others, but not compassionate to themselves). That is, a key learning from working with activists in this particular movement and asking them to take big risks, is to understand how their contributions should be held up. That is, they are valued not just for what it is they have contributed intellectually (e.g., with respect to their vision), but also how they demonstrate that this work can be possible through building a kind, strong and courageous community.

Lessons 3: Authentic power sharing with a funder is a developmental and iterative process based on a solid foundation of trust. While cognizant of the importance of a funder’s catalytic rather than direct role in movement building, in practice, the process of navigating the power relationship between the foundation and the cohorts has been “complicated” and “tricky.” This issue is not unique to this program and is a typical challenge of many funder-initiated projects focused on movement building. The implication to this lesson, therefore, is to see this process as developmental for all parties. Key players need to (1) be aware of areas for growth and areas of strength, (2) be as transparent upfront and on an ongoing basis about the underlying values, principles, parameters, and rationale for decision making as they relate to each party’s respective roles and responsibilities.

Lesson 4: Movement leadership roles may not be readily apparent and will likely evolve over time. A range of leadership roles are needed in movement building that span insiders and

outsiders, agitators and conciliators, visionaries, statespersons, experts, movement builders, spark plugs, etc. While some cohort members recognized their roles early on, others struggled to understand how they could contribute meaningfully. Some implications of this lesson is to do more intensive coaching of cohort members to help emerging movement leaders better connect their life purpose with their core strengths and potential roles; convey insights from the cohort selection process how they fit within their cohort; and use assessment tools to uncover potential roles (e.g., StrengthsFinder and the Network Weaver Roles Checklist.)

Lesson 5: Movement skill building can occur most naturally through action along with structured learning. In its redesign of the program curriculum for Cohort 2, the faculty is taking into account the cohort's learning style and eagerness to assume their movement leadership role. The program need to be intentional around creating gathering spaces and an inter-session schedule that promote and allow for more of the cohort's creativity, leadership, experience, and knowledge to come to the fore.

Lesson 6: Leaders must have capacity to be more than an activist. MEV's vision and mission require movement level leaders who are more than activists. This lesson underscores the need to screen carefully for potential cohort members who have the capacity to work with and range of change makers in the movement and to engage in strategic thinking on a large and long-term scale. In addition, as the Cohort 1 network works to identify more potential allies with whom they can collaborate to propagate the MEV vision, a clear understanding of MEV's vision of leadership are essential to helping these cohort members to not only find strong allies but also elevate their own leadership in that process.

Lesson 7: Movement building requires slowing down to move quickly. While the 20-months of the cohort experience initially seem like an adequate amount of time to create and implement ideas, the time leading up to Convening 6 still became highly compressed. In the aftermath of this experience, Cohort 1 shared their reflections on the importance of not rushing the planning process and having adequate time to make strategic choices and prepare for the different reactions and follow up needed for different audiences. The major implication from this experience is to allow for adequate time and resources to strategize before bringing in old or new allies and also be prepared to do the follow-up work needed to continue to foster alignment. A second implication, which has been incorporated into the revised MEV curricula design, is to put less emphasis on any one event or approach. Instead, more time will be devoted to engaging movement allies throughout the cohort experience. Finally, more time is needed to plan different scenarios with different strategies, tactics, framing, and messaging to engage different allies and targets. Thus, this will enable the cohort and alumni to be more responsive to different groups and changing contexts.

Lesson 8: Movement building requires framing that is both inclusive yet resolved to upholding the integrity and intended impact of the movement vision. Masters (2010) points to the importance of the framing in movement building activities, noting that these activities should not focus on a narrow policy; rather, these activities should be emphasized and understood as part of a larger, multi-issue, and holistic movement agenda. The implication of this lesson is to be able to continually work to find the right balance between inclusiveness and maintaining the integrity and impact of the movement. In particular, while trying to build the "big tent" of leaders, allies, and supporters to promote the "valuing women and girls," the cohort

must grapple with how to promote an intersectional, assets-based approach without diluting MEV's mission to end violence against girls and women.

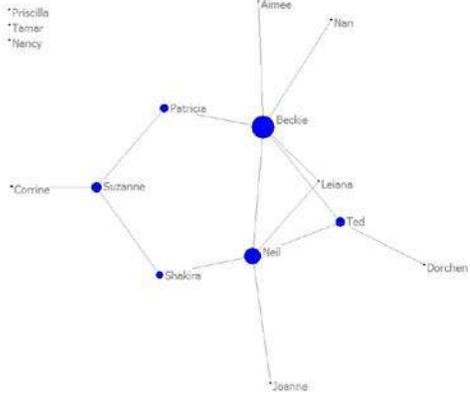
In conclusion, the evaluation of the MEV Program through the experience of Cohort 1's shows that the design and implementation of this program to date has been nothing short of strategic and farsighted. The MEV faculty has skillfully applied the lessons learned from other movement building efforts, and shown great understanding of the strengths, weaknesses, and potential of the movement and adapted accordingly. In response, Cohort 1 has thrived and members are beginning to fully step into their expected roles as visionaries and "igniters" to lead the movement in new strategic directions. Our network analysis shows the incredible potential for the cohort's reach and influence within the movement. There are already signs that the movement building work that has already been taken up by Cohort 2 will build upon and accelerate Cohort 1's ground breaking efforts to end violence against girls and women.

Attachment 1

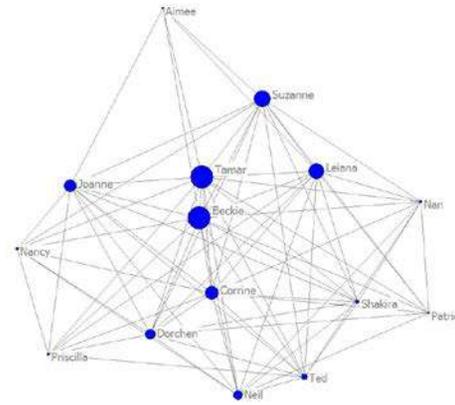
INFORMAL EXCHANGES From Baseline to End of Program

FORMAL EXCHANGES From Baseline to End of Program

May 2011: Baseline
Beginning of Participation in

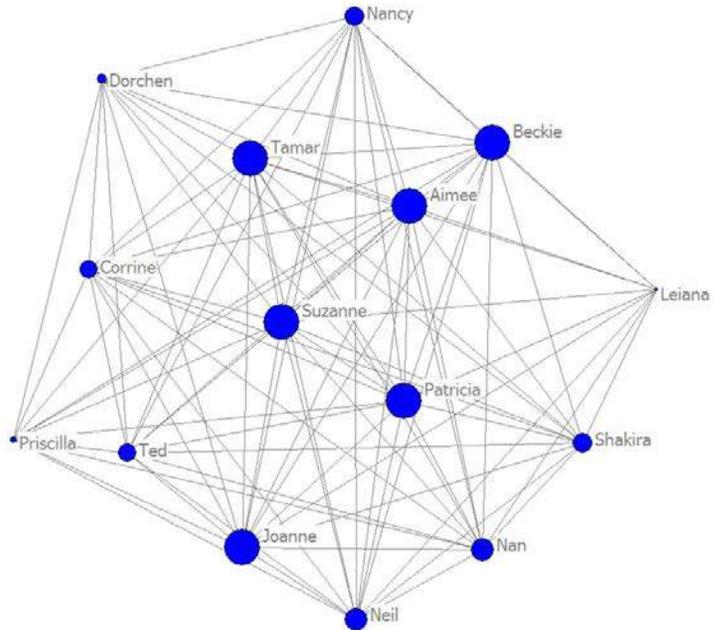


April 2012: Mid-Point
Post India after C3*

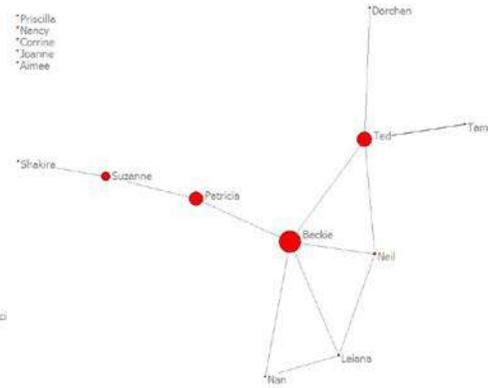


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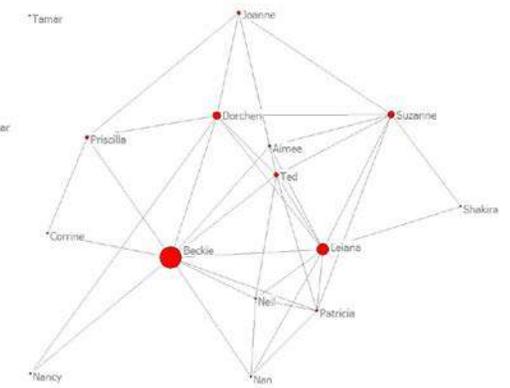
April 2013: Conclusion
After C6



May 2011: Baseline
Beginning of Participation in MEV

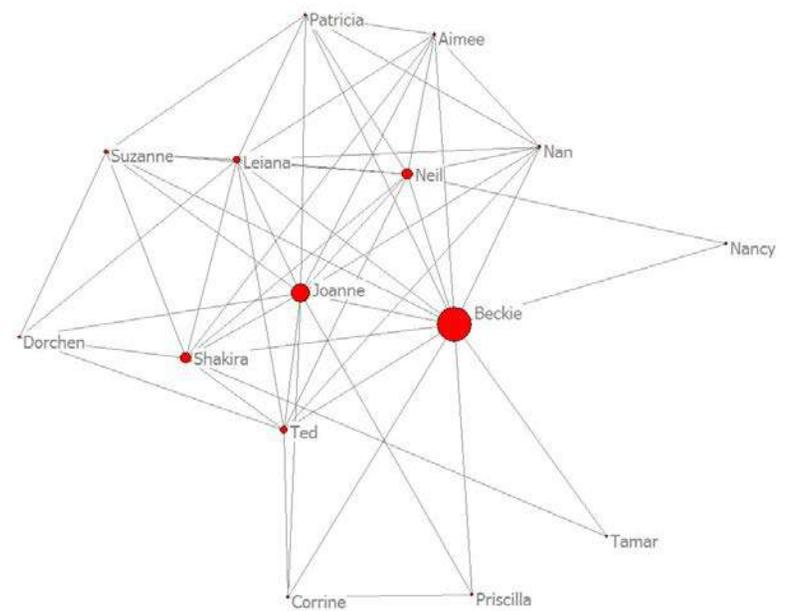


April 2012: Mid-Point
Post India after C3*



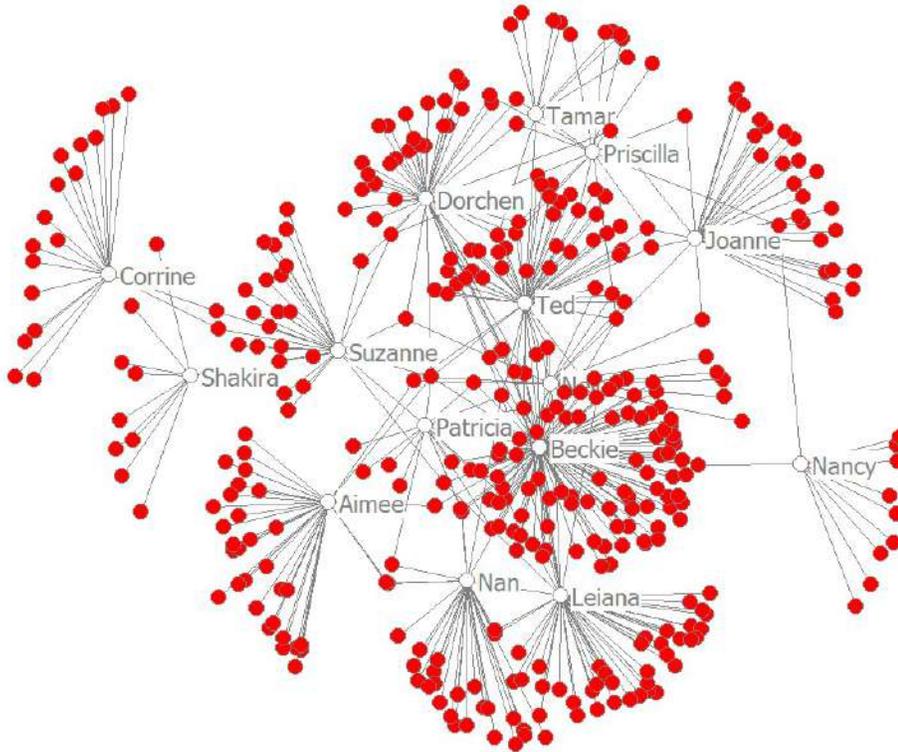
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April 2013: Conclusion
After C6

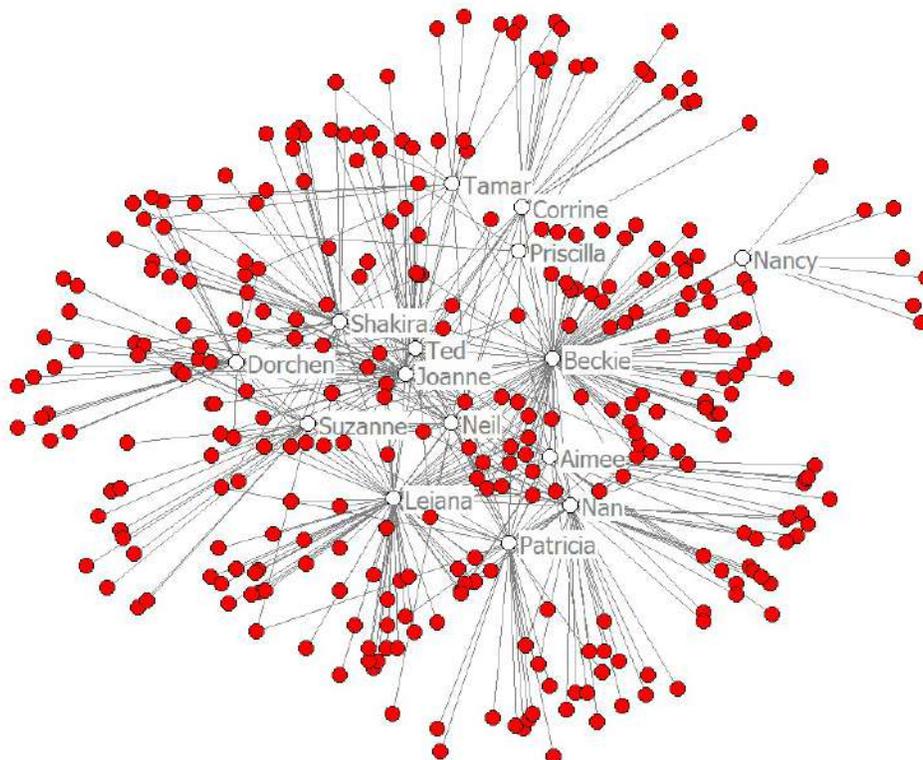


Attachment 2

FORMAL COLLABORATIONS with the Movement Before MEV: May 2011

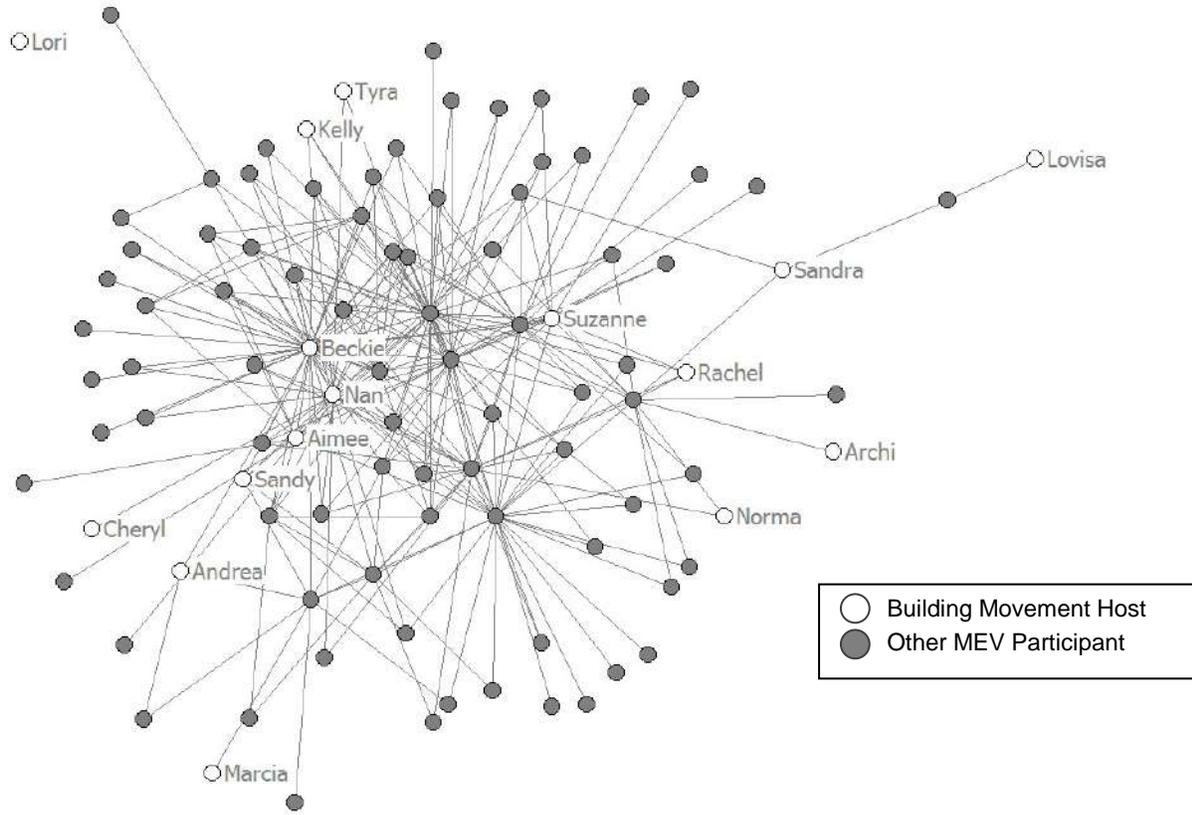


C-3: FORMAL COLLABORATIONS with the Movement at the End of MEV: April 2013



Attachment 3

Building Movement Hosts in Formal Collaboration Network



I. INTRODUCTION

We're early in MEV's history. We're in the first of two years of ten. The pilot cohort is only beginning to see the ripple effects that they are having. At the Movement Building Conference, mostly what folks took away was how transformed these movement leaders are....In the last two years, they have truly transformed. They show up now as hopeful and inspired. ...When they are in the same space, they are fluid and powerful and united. What the movement makers are offering to the field is the sense of the possible and how we can do this differently.

- MEV Director

In April of 2011, the Move to End Violence launched with the goal of investing in individuals and organizations in the movement, so that they have the capacity to end violence against girls and women. The NoVo Foundation has done this by finding and supporting innovation where it has happening across the country. The MEV Program has brought visionary, strategic leaders together and given them the opportunity to step out of the pressures of their everyday work to have essential conversations and to the develop the strategies that will propel the movement to end violence against girls and women forward.

The Pilot Cohort, selected for their potential as visionaries, engaged in the program with the understanding that this is the first of five cohorts and given the difficulties of building a movement, they will help to incorporate the many lessons of what worked and what did not to fine tune the 10-year program. The first cohort's feedback and reflections have been critical in ensuring that mid-course corrections were made to enhance the program's effectiveness for not only them, but also for subsequent cohorts.

With the completion of Convening 6, Cohort 1 or the Pilot Cohort has reached the end of its MEV journey as a cohort. Building on the evaluation data gathered from May 2011 to April 2013, this report presents the findings from our comprehensive review of Cohort 1's experience, their feedback on the MEV Program design and curriculum, the outcomes achieved to date as a result of MEV, and key lessons and recommendations that can be applied to the MEV Program that will benefit future cohorts, their organizations, and the movement.

Because the organizational development work is ongoing, we plan to gather and provide feedback that component upon its completion later this year in an addendum

About the Evaluation

Our overall approach is driven by a dual focus on capturing the multi-level outcomes of the NoVo Foundation's investment in the Move to End Violence (MEV) Program, 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.

Our evaluation is guided by the MEV Logic model (Exhibit I-1), which framed our data collection and analysis for the evaluation. The Logic Model builds upon the more in-depth MEV Theory of Change. The key components of the MEV program design reflect the hypothesized critical ingredients that need attention and nurturance to build a healthy, thriving, and sustainable social change movement. The overarching goals of the MEV Program include those outlined in Exhibit I-1, which include:

1. **Aligning the movement** to facilitate the development of a common vision for the movement that uses critical race, class, and gender analyses and is deeply embraced by promising leaders.
2. **Strengthening individuals and organizations in the movement** to promote a healthy thriving movement by experientially increasing the capacity of individuals and organizations to end violence against women and girls.
3. **Enhancing the movement's capacity to advocate for social change** by promoting and equipping 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.
4. **Building critical mass within the movement and with other movements** to define and mobilize 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.
5. **Engagement of other funders** by developing a funder engagement strategy to inform and generate greater interest and investment in the work of the movement to end violence against women and girls (VAWG.)

The logic model identifies 15 short-term (1-3 years) to intermediate (3-6 years) outcomes. The major outcomes that we have been tracking since the start of the MEV Program are identified below in Exhibit 1-1. In addition, beginning with this last round of interviews with Cohort 1, we have folded in three additional long-term outcomes (those in italics).

Exhibit I-1. MEV Outcomes Tracked

Aligning the Movement Movement Building Cornerstone
<ol style="list-style-type: none">1. A cluster of leaders committed to working together2. A unified and directional vision for the future of the movement3. Enhanced capacities to build alliances and increase collaborative efforts4. A shared critical analysis with an intersectional and aligned approach
Strengthening Individuals and Organizations in the Movement: Organizational Development (OD) & Transformational Leadership Cornerstones
<ol style="list-style-type: none">5. A shift towards collaborative, shared leadership models6. Enhanced awareness of self and social identity7. Organizations develop, understand and align mission, vision, values and practice8. Adoption of models to best advance organizational missions and organizing work9. Increased organizational capacity to think strategically and engage in social change strategies <ul style="list-style-type: none">• <i>A stronger bench of organizations with shared leadership and investment in the next generation of leadership</i>• <i>Sustainable and healthy leadership and professional practices throughout the movement</i>• <i>A thriving ecosystem of organizations working on ending violence.</i>
Enhancing Movement's Capacity to Advocate for Social Change Social Change Skills Cornerstone
<ol style="list-style-type: none">10. Increased knowledge of and capacity to use fundamental and cutting edge advocacy, organizing, and campaign tools and strategies11. Increased capacity across cohorts to gauge, target, and shift attitudes and behaviors related to gender-based violence12. Effective research and messaging to inform social change efforts and support projects/campaigns
Building Critical Mass within the Movement and Other Movements Movement Building Cornerstone
<ol style="list-style-type: none">13. Increased connection and engagement with allies outside of the U.S. and usage of a global frame for ending VAWG14. Framing of the issue of VAWG in a more holistic, intersectional way
Engagement of Other Funders
<ol style="list-style-type: none">15. Development and implementation of a funder engagement strategy

Our evaluation takes into account NoVo's priorities for an evaluation that tracks progress towards the major outcomes, and provides feedback on the process by which the MEV strategies as articulated in the logic model are implemented to achieve these outcomes.

Exhibit I-2: Move to End Violence Program Logic Model

NoVo Foundation's Move to End Violence
To Imagine and Align around a Vision of and Advocate for Social Change

Aligning the Movement	<p>Goal 1: Facilitate the development of a common vision for the movement that uses a critical race, class & gender analysis and is deeply embraced by promising leaders.</p> <p>Strategies</p> <ol style="list-style-type: none"> 1. Provide promising, social change oriented leaders (whose approaches & practices are intersectional), the time, opportunities, restorative setting to: <ol style="list-style-type: none"> (a) Understand the field & power dynamics of movement building. (b) Align around a vision for the future of the movement. (c) Deepen commitment to and capacity for collaborative relationships. (d) Develop & engage in an analysis of challenging issues in the field. 	Short-term Outcomes	<ul style="list-style-type: none"> ● A cluster of leaders committed to working together ● A unified & directional vision for the future of the movement ● Enhanced capacities to build alliances & increase collaborative efforts ● A shared critical analysis with an intersectional & aligned approach 	Intermediate to Long-Term Outcomes	<ul style="list-style-type: none"> ● A sophisticated and evolved social change movement grows out of the NoVo initiative. ● Cohort leaders actively engaged in social change and movement-building efforts in their local, state, and national communities
Strengthening Individuals & Organizations in the Movement	<p>Goal 2: Promote a healthy, thriving movement by experientially increasing the capacity of individuals & organizations to end VAWG.</p> <p>Strategies</p> <ol style="list-style-type: none"> 2. Invest in transformative leadership development for individuals serving as organizational & movement leaders. 3. Invest in organizational development & provide general operating support to ensure that participating organizations have the necessary capacities & resources to engage in social change advocacy. 	Short-term Outcomes	<ul style="list-style-type: none"> ● A shift towards collaborative, shared leadership models ● Enhanced awareness of self and social identity ● Organizations develop, understand & align mission, vision, values & practice ● Adoption of models to best advance organizational missions & organizing work ● Increased organizational capacity to think strategically & engage in social change strategies 	Intermediate to Long-Term Outcomes	<ul style="list-style-type: none"> ● A stronger bench in organizations with shared leadership and investment in the next generation of leaders ● Sustainable and healthy leadership and professional practices throughout the movement ● A thriving ecosystem of organizations working on ending violence
Engagement of Other Funders	<p>Goal 3: Develop a funder engagement strategy to inform & generate greater interest & investment in the work of the movement to end VAWG.</p> <p>Strategy</p> <ol style="list-style-type: none"> 4. Engage other funders & encourage their investment in collaborative social change campaigns incubated in this initiative. 	Short-term Outcomes	<ul style="list-style-type: none"> ● Funder engagement strategy developed and implemented 	Intermediate to Long-Term Outcomes	<ul style="list-style-type: none"> ● Increase in funding for social change advocacy to end VAWG ● New funders engaged and resources committed to support collaborative social change campaigns
Enhancing Movement's Capacity to Advocate for Social Change	<p>Goal 4: Promote and equip participants to use cutting edge social change theories & tools as the primary strategy to advocate for ending VAWG in the U.S.</p> <p>Strategies</p> <ol style="list-style-type: none"> 5. Ensure that leaders have the inspiration, training and resources necessary to develop/execute social change vision & strategies. 6. Create opportunity to apply these trainings & skills to collaborative projects or campaigns 	Short-term Outcomes	<ul style="list-style-type: none"> ● Increased knowledge of & capacity to use fundamental & cutting edge advocacy, organizing, & campaign tools & strategies ● Increased capacity across cohorts to gauge, target & shift attitudes & behaviors related to gender-based violence ● Effective research & messaging to inform social change efforts & support projects/campaigns 	Intermediate to Long-Term Outcomes	<ul style="list-style-type: none"> ● Bold strategies created for ending VAWG ● Increased time, energy & resources going towards collaborative social change campaigns ● Increased engagement of communities in ending VAWG ● Shift in public opinion, attitudes, & behaviors as a result of these social change campaigns ● Increased political & social will to end VAWG ● Shifts in laws & policies that address the root causes of VAWG
Building Critical Mass within the Movement & with Other Movements	<p>Goal 5: Define & mobilize a critical mass of transformed leaders and organizations such that the movement's narrative and direction is impacted and incorporates global perspectives & cross-movement collaboration.</p> <p>Strategies</p> <ol style="list-style-type: none"> 7. Design an experiential program structure that will reach tipping point in 5-10 yrs. 8. Create opportunities to learn from & exchange ideas w/allied activists inside & outside the U.S. 9. Foster collaboration & partnership around joint strategic campaigns to end VAWG. 	Short-term Outcomes	<ul style="list-style-type: none"> ● Increased connection & engagement with allies outside of the U.S. & usage of a global frame for ending VAWG ● The issue of VAWG is framed in a more holistic, intersectional way 	Intermediate to Long-Term Outcomes	<ul style="list-style-type: none"> ● Increased engagement of anti-VAWG organizations in collaborative campaigns ● Increased understanding of the opportunities for engaging in the global movement to end VAWG ● A network of social justice organizations will integrate anti-VAWG analysis & agenda into their work

Data Sources

Following are key sources of data gathered between May 2011 and April 2013 that informed the data analysis in this report. As most of the data have been analyzed and reported in the Baseline and Mid-Point Reports, this report emphasized the data collected from April 2012 to April 2013.

Method	Description
Document Review	<p>Throughout 2011 to 2013, we have reviewed key planning, implementation, and product documents generated by the MEV staff, faculty, and cohort. These documents include:</p> <ul style="list-style-type: none"> • Convening planning and follow-up documents, including annotated convening agendas which include learning objectives, expected outcome take-aways, presentations materials and handouts, memory packets, and “key take-away documents.” • Documents prepared by cohort workgroups (e.g., problem definition statement, vision statement, conversation guide, etc.) • Reported cohort activities and interactions (through forwarded emails) • Web-based and other online activities: cohort emails, cohort blogs, cohort’s organizational newsletters and announcements
Observations	<p>We observed key events from 2011 to 2013, which included the six convenings, faculty Design Team meetings, and primary faculty onsite briefing and debriefing meetings. To capture the key decision points and dynamics between cohort and faculty and within the cohort, we used an observation guide and template that captured points of discussions and key themes. Detailed observation notes typically ranged over 100 pages for the four- to five-day length of each convening.</p> <p>In addition, we observed or participated in faculty meetings, webinars, and interim trainings, such as the Self-Care and Strategic Thinking training.</p>
Cohort Convening Evaluations and Faculty Reflections	<p>For each convening, we prepared evaluation forms for the cohort and the faculty to complete. These evaluation and reflection forms were tailored to the convening objectives and were typically completed onsite or within a few days after the convenings. Based on the observation notes and completed evaluations, we prepared 10 to 15-page syntheses to summarize the quantitative and qualitative results. These syntheses examined the cohort’s progress, the extent to which convening objectives were met, what worked, what did not, key insights and outcomes experienced by the cohort members, and our recommendations for improvements to the next convening and next cohort cycles. The highlights of the syntheses were presented at post-training faculty debriefing conference calls.</p>
Interviews	<p>Throughout the 20 months of Cohort 1’s participation, we had regular check-ins with the cohort members, informally at the convenings and formally at the baseline (after Convening 1), mid-point (after Convening 3), and after Convening 6. The formal, semi-structured interviews lasted between 1 to 2 hours, most commonly lasting 1.5 hours. The last round interviews were fully transcribed and covered topics such as assessment and elaboration on MEV program impacts, within and cross-cohort, and movement-wide networking activities, movement building activities, and discussions of challenges, successes, and lessons learned, recommendations.</p>

Surveys

As an accompaniment to the baseline, mid-point, and final interviews, we administered surveys to the all 15 of the cohort and five of the faculty members to capture (1) the cohort's ongoing networking and collaboration activities with each other and movement allies; and (2) their assessment of movement strengths and impact of the MEV Program.

Overview of the Report

This remainder of this report consists of two major sections. The first section, presented in Chapter 2, summarizes reflections on the MEV program design and curriculum and presents, in the final reflection over the entirety of their experience, highlights of the cohort's feedback on the MEV program, key take-aways, challenges, lessons learned, and recommendations to improve the program design. In the second major section (Chapters 3 and 4), we present our assessment of the achievement of major MEV short-term to intermediate outcomes to date as well as the changes in the connection of cohort 1 with each other and with movement leaders as they build alliances and share the MEV vision with other movement leaders in movement building conversations. Chapter 5, the final chapter, surfaces lessons learned and implications as they pertain to next steps in advancing the movement building work.

II. REFLECTIONS ON THE MEV PROGRAM

The biggest surprise I've had this past two to three years is that we could have never planned for what the MEV Program has become. We could prepare and calculate and make all kinds of predictions about what would be needed, but what really magical things came of out the present moment was when our cohort of movement makers told us what they needed and we were able to given them that. Sometimes, it was space; other times, it was structure. But it was so much more than what we could have expected.

- MEV Program Manager

In order to holistically and comprehensively provide leaders striving to end violence against girls and women with the knowledge, skills, resources, time, and peer support to re-imagine and align around a vision of and advocate for social change, the NoVo Foundation and the Move to End Violence staff and faculty launched the MEV Program. The quote above best captures MEV staff members' unique approach to the program: while they had carefully designed the program and held bold and hopeful expectations for it, they also recognized that the first phase of this groundbreaking, large-scale program was indeed a pilot and would require flexibility and responsiveness. Most significantly, MEV staff members understood that “magic” from Cohort 1 was needed in order for the program to fully come to life. Cohort 1's “humble rock stars,” who were selected for their visionary leadership and movement orientation, certainly succeeded in transforming the MEV Program from concept into a vibrant, meaningful, and promising endeavor.

This chapter discusses that very experience. To better understand Cohort 1's experiences in the pilot MEV Program, as well as the program itself and its areas of strength and improvement, this chapter provides an overview of the program, shares cohort members' highlights, and discusses the challenges and recommendations that they set forth.

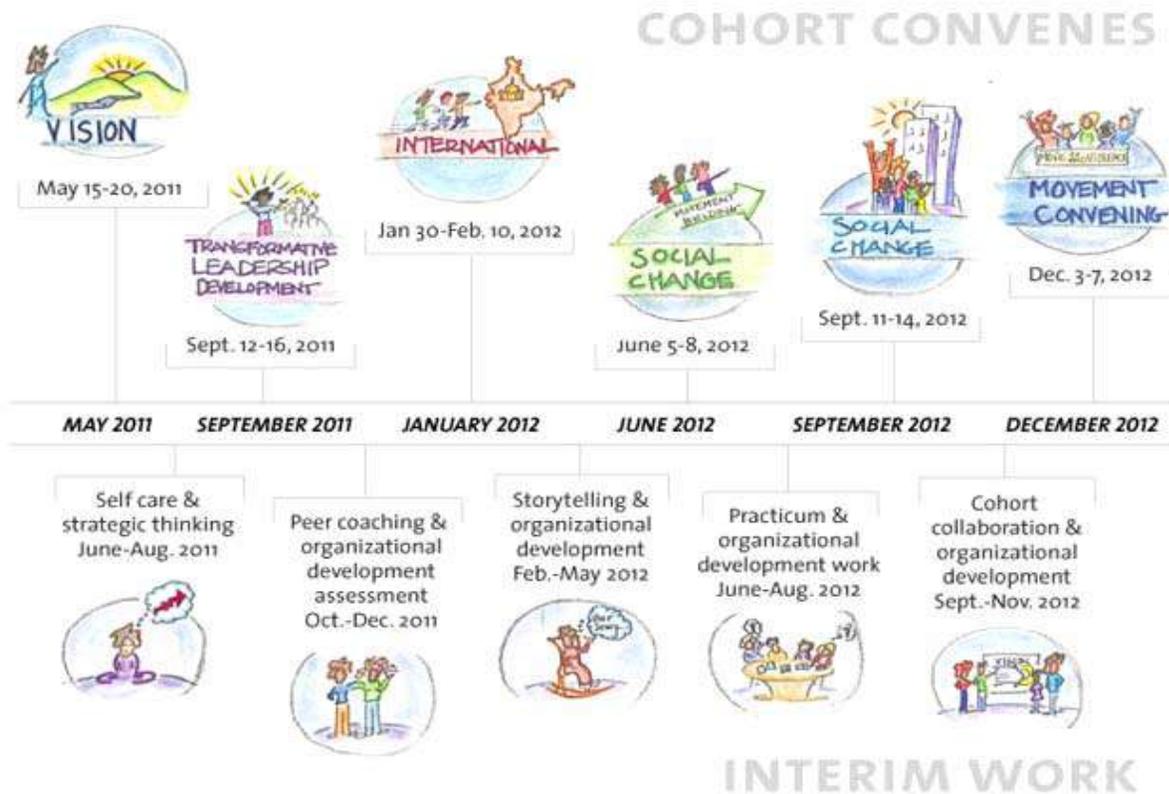
Overview of MEV Program

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 comprehensive program is guided by its four interconnected and mutually reinforcing cornerstones: (1) transformative leadership development, (2) organizational development, (3) movement building,

and (4) social change. Through these cornerstones, the program seeks to make deep investments in and have an impact at the individual, organizational, and movement levels--all of which will ultimately contribute to a strong, innovative, and sustainable movement to end violence against girls and women.

To this end, the program endeavors to provide an intensive and holistic two-year experience to five cohorts, each of which is connected to and builds upon the work and experience of preceding cohorts. Over the life of the program, as many as 100 individuals from a wide range of organizations will participate in this cohort experience. In its first iteration, the cohort experience consists of several main components: (1) a series of six convenings in restorative locations, including an international site visit and a culminating convening that is designed by the cohort and intended to engage the broader movement community; (2) interim work and trainings, including a Self-Care and Strategic Thinking Workshop for each organization and a Research Practicum on Public Opinion Research; and (3) ongoing organizational development, including support from both a significant general operating grant and an organizational capacity building grant. Exhibit 2-1 provides a timeline of Cohort 1's major activities.

Exhibit II-1: MEV Timeline for Cohort 1



The MEV program represents the collaborative work and leadership of the NoVo Foundation (Pamela Shifman, Puja Dhawan, and Caitlin Ho) and the MEV staff¹ and faculty in particular. The MEV staff, which consisted of Jackie Payne, Emily Napalo, Michelle Lambert, and Lan Nguyen, was instrumental in the design and implementation of the program. The MEV faculty also played key roles in the program design and implementation by providing expert consultation, training, and facilitating program activities. Key faculty members included: Norma Wong, Puanani (Pua) Burgess, Movement Strategy Center (Taj James, Kristen Zimmerman, and B. Cole), Rockwood Leadership Institute (Stacy Kono, Roberto Vargas, and Helen Kim), Lake Research Partners (Celinda Lake and Cate Gormley), Spitfire (Danielle Lewis and Ketayoun Darvich-Kodjouri), Jordan Fitzgerald, and Social Policy Research Associates (Chandra Larsen as the graphic recorder and Hanh Cao Yu as the evaluator).

This chapter primarily focuses on the Pilot Cohort's engagement in the first two program components, the convenings and interim work. A forthcoming report addendum will specifically address cohort members' organizational development work once all of the cohort's projects are completed later in 2013.

Convenings

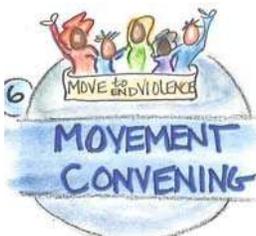
Over the course of 20 months (from May 2011 to December 2012), Pilot Cohort members took part in six intensive, multi-day convenings that were designed to engage them in innovative discourse with thought-provoking leaders, as well as provide them with training and facilitation from some of the country's most renowned experts in transformational leadership development, social change, and movement building. While these convenings were diverse in terms of content, location, and even structure, they were intended to be part of an integrated experience wherein each convening (and even activities within a convening) built upon one another to provide progressive layers of meaning to and encourage in-depth discussion, movement analysis, and planning among cohort members. Exhibit 2-2 provides an overview of the MEV convenings, including each convening's goal, outcome objectives, and key activities.

¹ All of the MEV staff also work for the Raben Group.

Exhibit II-2: Overview of MEV Convenings

Convening	Goal	Outcome Objectives	Key Activities
<p>Convening 1 (C1)</p> 	<p>To lay a shared foundation in movement building for Cohort 1, helping them locate their distinct position and vantage point within the larger movement while exploring their collective potential and shaping their co-created vision of a world without violence to girls and women</p>	<ul style="list-style-type: none"> • Develop as a cohort • Incorporate self-care • Learn to lead with self-awareness • Understand the current anti-violence movement in relation to its founding roots • Develop the foundation for understanding what it takes to build a movement • Understand the current field and power dynamics • Begin to articulate a unifying and directional social change vision 	<ul style="list-style-type: none"> • The Story of My Name • Culture in a Bag • NoVo Story with Peter and Jennifer Buffet • Co-Creating a Future Vision • Two Fireside Chats with Gloria Steinem and Salamishah Tillet, and Grace Lee Boggs
<p>Convening 2 (C2)</p> 	<p>To promote transformative leadership development in Cohort 1 members in their roles as organizational and movement leaders</p>	<ul style="list-style-type: none"> • Understand and be equipped to lead more effectively • Be prepared to lead with self-awareness and a critical analysis of social identity and the role of power • Be exposed to paradigms of collaborative leadership and practice engage in difficult conversations • Engage in essential conversations • Construct a leadership self-development plan (Leading Forward) and work on plan with a peer coach 	<ul style="list-style-type: none"> • Life Purpose • Performance: Vision Stance and 360 Degree Surveys • Resourcefulness Exercises (elevator visualization, triggering, anchoring, meshing) • Group Juggling, Team Performance, and Follow-up • Authentic and Difficult/Courageous Conversations: Cohort's First Essential Conversation • Leading Forward Work

Convening	Goal	Outcome Objectives	Key Activities
<p data-bbox="126 170 336 211">Convening 3 (C3)</p> 	<p data-bbox="420 170 735 470">To provide Cohort 1 members with a transformational experience that would inspire, deepen their collective understand of gender-based violence, reinforce a feminist, intersectional analysis, and locate MEV's work as part of a global movement</p>	<ul data-bbox="735 170 1470 868" style="list-style-type: none"> • An understanding of how intersectional and feminist approaches address multiple forms of violence and oppression • A new or refined perspective on how the commercial sex industry is inherently oppressive and inextricably linked with other ways that girls and women experience oppression, violence, and exploitation • An understanding of Gandhian philosophy and social justice frames that result in deeper connections and linkages around anti-violence work in the U.S. • A development of the group's sense of collective power, and a deepened sense of movement leadership • Further development of a shared understanding of the current state of the U.S. movement and discussion of possible strategies for increasing the movement's and cohort's capacity to create social change • Agreement around an issue or opportunity on which they would be interested in collaborating during the fourth and fifth convenings and the interim practicum • A new and deeper understanding of the U.S. movement as part of the global movement to end violence against girls and women 	<ul data-bbox="1470 170 1967 868" style="list-style-type: none"> • Gandhi Museum Tour with Devaki Jain Dr. Manimela, and Tara Gandhi Bhattachajgee • Conversation with Women's Commission in New Delhi • Conversation with Aruna Roy • Tour of Barefoot College • Survivors' Conference in Jaipur • Visit to Sonagachi Red Light District • Apne Aap Circles with Girls and Women • Cohort Press Conference: Panel Discussion on Sex Trafficking
<p data-bbox="126 868 336 909">Convening 4 (C4)</p> 	<p data-bbox="420 868 735 1063">To enhance Cohort 1's ability to develop and engage in strategic, collaborative social change campaigns as the primary strategy for achieving their emergent vision</p>	<ul data-bbox="735 868 1470 1317" style="list-style-type: none"> • Develop and practice strategic thinking • Understand the role of critical mass in affecting social change • Strengthen understanding of and capacity to affect social change, primarily by engaging in strategic campaign planning for a chosen issue. This includes: (1) refining campaign goals and objectives; (2) evaluating the external landscape and internal assets and challenges; (3) outline major milestones; (4) understanding the fundamental value and uses of research in social change campaigns; and (5) developing audience-specific messaging and strategic communication strategies • Articulate and align around a unifying and directional social change vision • Deepen the cohort's sense of movement leadership and develop a plan for moving forward 	<ul data-bbox="1470 868 1967 1317" style="list-style-type: none"> • Developing Strategic Messages • Audience Research • Targeting Audiences • Cohort-Led Space: Essential Conversations • Fireside Chat with Monique Hoeflinger

Convening	Goal	Outcome Objectives	Key Activities
<p data-bbox="138 175 342 207">Convening 5 (C5)</p> 	<p data-bbox="436 175 741 386">To finalize Cohort 1's vision and how the cohort communicates and shares that vision to build a movement, as well as enable Cohort 1 to explore their power and prepare for C6</p>	<ul data-bbox="762 183 1451 621" style="list-style-type: none"> • Provide further leadership development around “gates” and power • Deepen understanding of critical mass and resonance, in service of collective actions and C6 • Further develop and finalize the following for C6: (1) purpose and outcomes; (2) the process (method and agenda); (3) core materials and ask; (4) cohort’s roles and assignments; and (5) the invite strategy for building critical mass • Increase the cohort’s capacity as a group to lead, facilitate, and communicate in service of C6 • Enhance understanding of practicum research and ability to apply the cohort’s work • Develop a clearer trajectory of how the cohort will move forward together 	<ul data-bbox="1482 183 1944 524" style="list-style-type: none"> • Cohort Essential Conversations on Vision, Pivots, Empowered and Disempowered, Last Girl, and Beloved Community • Cohort-led Space: C6 Invitation Strategy, Ask and Structure, Agenda and Method Overview and Feedback, Next Steps, and Sense Making and Roles • Review of Practicum Results • Reflections on Community Conversations on the Concept of the Last Girl • Context of the Arc
<p data-bbox="138 643 342 675">Convening 6 (C6)</p> 	<p data-bbox="436 643 741 805">To promote MEV as an incubator for inspiration, innovation, and a bold direction for the movement to end violence against girls and women²</p>	<ul data-bbox="762 651 1451 1243" style="list-style-type: none"> • The Pilot Cohort is (1) recognized for its movement leadership and vision, (2) leaves with a sense of closure with its MEV cohort experience, and (3) a subset of the Pilot Cohort is motivated to continue its collaborative work together. • Movement Allies are: (1) connected to the work of MEV and are inspired by its vision to end violence against girls and women; (2) more aligned with and energized by MEV’s theory of change, vision, analysis, and values; (3) forming strategic alliances to reinvigorate the movement and strengthen its capacity to end violence against girls and women; (4) have a better understanding of the cohort’s major learnings and able to incorporate those positions/practices into their work; and (5) sharing stories and learnings from C6 with their colleagues and networks. • Cohort 2: (1) understands its place in the MEV arc and is empowered to step into the challenge of movement leadership; (2) gains a solid understanding of the MEV trajectory to date and preparedness to build on the work of the Pilot Cohort; (3) builds relationships with Pilot Cohort members; and (4) leaves more informed about and excited by the journey ahead. 	<ul data-bbox="1482 651 1944 829" style="list-style-type: none"> • A Vision for the Movement • Pivot Breakout Groups and Report Back • An Invitation to Move Forward Together • Power of this Moment with Celinda Lake • Networking Activities

² Convening 6 was, in fact, three convenings in one, serving as: (1) the sixth and final convening of Cohort 1; (2) the first convening of Cohort 2; and (3) the first convening for movement allies. This chapter focuses on the effects of Convening 6 on Cohort 1 and their ability to connect with Cohort 2 and engage movement allies in the work of MEV.

The convenings also featured several signature elements that were intended to contribute to the uniqueness of the program’s design as an integrated experience. These signature elements were implemented in most of the convenings and continually revisited throughout the convening series. These elements, which are shown in full in Exhibit 2-3, included:

- **Building Beloved Community.** Led by MEV faculty member Pua Burgess, the building of a beloved community consisted of deep personal and cultural sharing using key relationship building exercises (e.g., the weather ball diagnostic check-ins, “The Story of My Name,” “Guts on the Table,” and “Culture in a Bag”), storytelling to illustrate key principles of community building (e.g., connecting two dots, seeing the world through others’ points of view, the story of your gift, and journeying towards an unseen destination), and poetry writing and reading, including readings of *A Prayer of Approach* by Susan Wright and *Fire* by Judy Brown.
- **Forward Stance/Tai Ji/physical practice.** Led by MEV faculty member Norma Wong, cohort members practiced Tai Ji throughout each convening, including moves to illustrate and promote a “forward stance” (or 60/40 stance). Cohort members learned not only how to practice the 10 physical moves, but also how these moves connect to spiritual, mental and physical well-being and strategic thinking and formation to build a more powerful movement. Specifically, Norma’s teachings emphasized the role that habits play in either bolstering or undermining individual, organizational, and movement effectiveness, as well as how developing deep and experiential understandings and practices of rhythm, energy, critical mass, and resonance can contribute to movement building. Her teachings also focused on the importance of self-care and passing through “gates” of self-doubt, fear, suspicion, and disillusion, especially as it pertains to ensuring cohort members’ power and longevity as activists in the movement.
- **Participant Leadership through Daily Convener Role.** At each convening, cohort members took turns serving as a daily participant convener, who was responsible for: (1) leading the group so the day flows and the group stays on track and on schedule; (2) ensuring that everyone is present and on time to each activity; (3) helping to hold everybody accountable to the group’s working agreements; (4) assisting with any session and/or set-up needs; (5) serving as the liaison between the cohort and the MEV faculty team; (6) making closing announcements regarding the next day’s activities, and most significantly, (7) providing video-taped reflections on the key insights and take-aways from the day’s activities.
- **Fireside Chats.** Cohort members engaged in exchanges with inspiring leaders from the broader movement to end violence against girls and women. The Pilot Cohort interacted with Gloria Steinem, Salamishah Tillet, Grace Lee Boggs, and Monique Hoeflinger during C1 and C4, and met with Aruna Roy, Devika Jain, Dr. Manimela, and Jaya Jaitly during their international site visit to India.
- **Graphic Recording.** At each convening, MEV faculty worked with graphic recorder Chandra Larsen to present key concepts and capture key discussion

Interim Work

Between convenings, cohort members stayed engaged and connected with one another by participating in interim work. These activities provided cohort members with additional training and application of knowledge and skills related to transformational leadership development, social change, and movement building, as well as helped them to prioritize sustainable and strategic practices at the individual, organizational, and movement levels. The activities varied greatly in terms of content, format, duration, and cohort members involved. They also differed in terms of formality, such that some activities were designed by MEV staff and faculty while others were self-initiated by cohort members themselves; all interim work, however, was supported by MEV staff and faculty irrespective of its origins. Exhibit 2-5 provides an overview of the interim work activities undertaken by the Pilot Cohort.

Exhibit II-5: Overview of Interim Work Activities

Activity	Timeframe	Participants/Leaders	Description
Self Care and Strategic Thinking Workshops	May – Aug 2012	<ul style="list-style-type: none"> All cohort members and their respective organizations MEV faculty members Norma and Pua (as leads) 	Led by Norma and Pua, each cohort member's organization completed a two-day, organization-wide workshop that emphasizes the importance of cultivating "people power." Specifically, the workshop primarily explores sustainable practices, as well as the beginnings of how to think and act more strategically.
Framing Paper Workgroup	Sept 2011 – Jan 2012	<ul style="list-style-type: none"> Aimee and Beckie 	Supported by the MEV staff, Aimee and Beckie wrote a paper, "MEV Defining the Problem." The paper outlined fundamental and provocative questions for Cohort 1 to address during their trip to India, such as: what is the "problem" and the root causes of it; what are the challenges faced by the movement; and what kind of movement is needed to address the "problem?"
India Workgroup	Sept 2011 – Jan 2012	<ul style="list-style-type: none"> Dorchen, Joanne, Nan, Nancy, Patti, Shakira, Ted, and Suzanne 	To prepare for the cohort's international site visit to India, this group worked in two subcommittees. One subcommittee was tasked with preparing and guiding the cohort's presentation to visitors and hosts and India, serving the cohort as an entity, and helping the cohort to respect Indian culture and customs. Another subcommittee was tasked with leading the cohort's presentation in a press conference and panel discussion in Kolkata.
Research Practicum on Public Opinion Research	June – Sept 2012	<ul style="list-style-type: none"> Participants: Aimee, Leiana, Nancy, Neil, Patti, and Shakira Observers: Corrine and Ted Non-cohort participants from APIIDV, CANY, and WACDV 	Lake Research Partners (Celinda Lake and Cate Gormley), conducted a series of trainings for cohort members to increase their capacity to engage in polling research. Participants were trained in quantitative and qualitative polling research techniques, played a role in helping to identify research questions, observed focus groups, and took part in data analysis and debriefing meeting; observers took part in these activities to a lesser extent. Feedback from both participants and observers on this activity is provided in full in Appendix B.
Community Conversations on the "Last Girl"	June – Sept 2012	<ul style="list-style-type: none"> Aimee, Beckie, Dorchen, and Patti 	Cohort members conducted a follow-up data gathering activity using one of the social change campaigns developed during C4. Between C4 and C5, these cohort members engaged multiple stakeholder groups (i.e., staff, clients, community leaders, service providers) in a conversation about the concept of the "Last Girl."
C6 Workgroups	April – Dec 2012	<ul style="list-style-type: none"> Aimee, Beckie, Joanne, Nan, Patti, Priscilla, and Tamar 	Led by Beckie and Joanne, cohort members took part in designing and preparing for C6 by serving on three sub-workgroups: (1) Agenda—Beckie, Joanne, and Patti; (2) Vision Statement—Priscilla and Tamar; and (3) Invitation and The Ask—Aimee and Nan. Each of these workgroup was tasked with creating a "straw man" for their respective products to share with the rest of the cohort for feedback in C5. Neil also worked with Aimee to contribute to the story telling presentation format of C6.

Highlights of Overall Program Feedback and Take-Aways

Overall, Cohort 1 reflected positively about the MEV Program and their participation in the program. In particular, the convenings were consistently highly rated by cohort members. The cohort was nearly unanimous in their praise for the convenings, with 100% noting that the overall content for four out of six of the convenings was useful and relevant and 94% noting similarly for the remaining two convenings. In fact, all convenings received a minimum rating of 3.4 out of 4.0 on each of the four main convening evaluation categories: (1) overall experience, (2) convening elements, (3) convening logistics, and (4) convening outcomes. Exhibit 2-6 provides a summary of the cohort’s ratings for each of MEV’s six convenings. While the cohort members did not formally evaluate interim work activities in the same way, they provided similarly positive feedback about these activities during their interviews with SPR. That Cohort 1 was the first cohort to experience the MEV Program and responded favorably to it further attests to the strength and high quality of the program.

Exhibit II-6: Multi-Convening Ratings Summary

Convening	Convening Elements	Convening Logistics	Convening Outcomes	Overall Experience
C1: Vision	3.6	3.5	3.5	3.4
C2: Transformative Leadership Development	3.4	3.8	3.5	3.6
C3: International Site Visit to India	3.5	3.6	3.6	3.7
C4: Social Change	3.3	3.3	3.6	3.3
C5: Social Change	3.6	3.8	3.8	3.4
C6: Movement Convening	3.5	3.8	3.7	3.6

To better understand these very strengths of the program, the following sections share the cohort’s overall and final reflections of their participation in the MEV Program. Cohort members’ highlights typically fell within two categories: (1) key program elements that gave meaning to their experience and (2) key take-aways they gained from the program.

Key Program Elements

In reflecting upon their experience in the MEV Program, cohort members highlighted many elements of the program that they felt had been meaningful and valuable. Most of these elements were already intentional aspects of MEV’s program design (e.g., signature elements, convening activities, interim work activities, and overall design), which not only affirms the vision and quality of the work of the program’s designers but also the efforts of its implementers and facilitators. The following are program elements that were most valued by Cohort 1.

- **Cohort members appreciated the thoughtful, integrated design of the MEV Program, with many reflecting that their experience has been holistic and seamless.** Cohort members seemed to value the program because it not only focused on connecting and maximizing their multiple roles within the movement (as individual, organizational, and movement leaders), but also modeled this sense of interconnectedness and wholeness itself, such as through its activities – within, across, and outside of convenings. Indeed, one cohort member shared that participating in the program has given him “a new appreciation for that holistic approach towards things.” Another cohort member commented that she enjoyed a convening because “everything built upon the previous,” noting that:

It was wonderful to see how our individual work came together collectively, how small group work came together, [how we] really keep building on each step of the discussion.

- **The cohort highly valued the program’s emphasis on building a “Beloved Community,” as well as the opportunities provided to do so.** Cohort members felt confident that this focus on strong relationships, collaboration, and trust, enabled them to connect quickly and meaningfully to each other. Several cohort members explained that they appreciated building a beloved community because it is different from anything that they have experienced and a much more positive paradigm than the ones they are used to operating within or that currently exist within the movement. One cohort member elaborated:

Starting from a place of trust and assuming good intentions of others – that’s what we were all asked to do in order to create this Beloved Community and I think that we were able to do that and hold that for the time that we were together, which is really important in movement building. Too often, we enter guarded and conversations devolve.

Several cohort members also highlighted MEV faculty members’ use of storytelling to build “Beloved Community,” noting that it is a powerful way to animate and personalize their work not only with each other but also with those outside of the program.

- **MEV faculty members consistently received high ratings from cohort members for their expertise, adaptability, and responsiveness.** In fact, Cohort 1 unanimously agreed that MEV faculty members were well informed and responsive to their questions and feedback during Convenings 1 through 5. Cohort members also felt that their strong relationships with MEV faculty were key to

their success at Convening 6, during which they facilitated most activities themselves. In particular, MEV faculty member Norma Wong was highly praised by the cohort, who gave her a maximum rating of 4 for each of the three convenings in which she was evaluated independently (C2, C4, and C5). As shown in the comments shared below, cohort members valued working with Norma not only during her sessions at convenings but also throughout the course of the MEV program.

Norma's wisdom and insight is a gift to the movement and to the work. I am so grateful to continue to have her mentorship to the group.

* * *

I just think that Norma is so wise and such a great teacher...Some of the best stuff for me [has been] to have Norma's presence, response, debriefs and guidance.

- **The cohort highly enjoyed interacting with leaders from the broader movement to end violence against girls and women, as it strengthened their understanding of the history of the movement and exposed them to new ideas, strategies, and possibilities for engaging in social change in the movement.** Specifically, cohort members' Fireside Chats with Gloria Steinem, Salamishah Tillet, Grace Lee Boggs, and Monique Hoeflinger each received a minimum rating of 3.7 out 4.0, which indicates that the cohort found the discussions to be highly useful. The cohort found their discussions with activists in India to be even more inspiring and informative: their discussions with Aruna Roy, Devika Jain, and Dr. Manimela each received perfect ratings.
- **All cohort members found the Tai Ji/Physical Practice sessions at each convening to be either "very useful" or "extremely useful, with one noting "how beautiful it is to move within a movement."** Cohort members felt that the program's emphasis on Forward Stance/Tai Ji/Physical Practice has been useful in not only demonstrating the importance of self-care but also reinforcing their learnings to promote a new paradigm of healthy leaders, organizations, and movements. One cohort member explained:

The lessons we drew from Tai Ji was about taking care of our bodies and our minds and our spirits, all those lessons that we then applied to the conversations we were having about social change.

The cohort especially valued that Tai Ji/Physical Practice occurred at every convening because this helped them to stay connected to one another, as well as remain grounded during more challenging convening activities. For example, cohort members were able to effectively address their frustrations with an activity at Convening 2 by practicing a Tai Ji move that emphasized, "You are not your performance." Doing physical practice in "geese formation" also helped cohort members to stay focused, engaged, and coordinated during their trip to India.

- **Cohort members valued being able to conduct the Self Care and Strategic Thinking Workshop with their respective organizations, an experience which**

they described as “eye-opening,” “powerful and meaningful,” and “exceptionally good.” For almost all cohort members, the workshops served as a rare opportunity for them and their staff members to “get above the fray” and reflect upon themselves, their organizations, and their work. One cohort member shared,

[The workshop helped us] to just get really clear on what is most important and most strategic to spend the precious energy 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.

In working with MEV faculty members Norma and Pua at these workshops, cohort members and their staff members not only learned about the importance and interconnectedness of self-care and longevity in the movement, but also received supports and tools to move forward with this new insight. In fact, many cohort members shared that the workshops inspired them and their staff members to address longstanding organizational issues, as well as implement self-care practices such as individual self-care plans, self-care “buddies,” and an organizational chart to keep track of self-care activities. The cohort also felt that the timing of the workshop was highly opportune, as it reinforced their learnings on self-care from Convening 1 and set a strong foundation for the program’s holistic approach to self-care. Several cohort members noted that their workshops occurred during a critical time for their organizations where staff members were “desperately in need of self-care” or looking to move in a new direction.

- **The cohort expressed tremendous gratitude for the opportunity to conduct an international site visit to India, which many felt had been an invaluable and transformative experience.** Cohort members particularly appreciated being able to learn from fellow activists in India who are also working end violence against girls and women and serve as representatives of both the U.S. movement and the MEV Program, as well as share a once-in-a-lifetime opportunity with their peers. Two cohort members reflected:

The entire experience was amazing, enlightening, and transforming. The trip really highlighted the violent nature of socially constructed separations of human beings – class/caste/race/gender/etc. – and the impact of poverty on human lives when these separations become deeply embedded in any society. They become the justification for so many forms of oppression, neglect, etc. It was interesting to see how these forms of oppression and their impact on people’s lives cut across continents, cultures, etc. but ultimately manifest themselves in similar ways.

* * *

[It was] just a great journey and I’m so glad I shared it with the people I did. I look forward to a lifetime of experiences with these people. The beloved community exists.

The cohort also felt that the MEV team's work to ensure that cohort members were prepared, along with the program's strong partnership with host organization Apne Aap, contributed to their highly positive experience in India. In addition, cohort members said that their participation in the India Workgroup made them feel a unique sense of ownership and engagement towards Convening 3. While cohort members felt that the MEV Program should continue exposing cohorts to global work, they suggested that these international trips be re-posed as more of a learning exchange rather than a site visit so that there is more two-way, interactive exchange between cohort members and activists. They also recommended that cohort members develop a stronger sense of group identity beforehand, have more opportunities for reflection and debriefing during the trip, and find ways to better transition between movement and cohort-only discussions.

Moreover, the cohort shared several logistical elements that they felt had enhanced their experience in the MEV Program and their participation in the convenings in particular. For example, cohort members appreciated the pre-convening preparation provided to them by MEV staff and faculty, which often took the form of cohort-wide phone calls, background readings and preparatory materials, and receiving convening agendas and materials in advance. Cohort members also enjoyed convening traditions, such as opening and closing circle and the role of the daily participant convener. They felt that pre-convening preparation and convening traditions helped them to be prepared, take greater ownership in their participation, and stay connected to each other and with MEV staff and faculty, especially during their trip to India. Several cohort members also said that they appreciated having concrete takeaways and tools that they could take back to their organizations after convenings. For instance, cohort members found the "message box tool/process" from Convening 4 and the takeaway PowerPoint from the trip to India to be helpful tools in sharing their experiences and learnings with staff members at home.

Key Take-Aways

Cohort 1 shared many significant takeaways they had gained from their participation in the MEV Program, most of which were directly attributed to aspects of the program's design. Some of these takeaways have broader implications for the cohort's progress towards initiative-level outcomes and connection to movement building activities, which will be revisited in Chapters 3 and 4, respectively. Below, however, are cohort members' main takeaways as it relates to the MEV Program.

- **The majority of cohort members (11 out of 15) felt that the MEV Program has helped them to "think outside the box," in terms of their leadership, their organizations, and their work.** Most notably, these cohort members said that the program has encouraged them to reflect upon, change, and, in many cases, redefine their understanding of leadership and their roles as leaders. Two cohort members shared:

MEV has been really successful at supporting leadership outside of the box and bringing them into the box – or obliterating the box altogether.

* * *

MEV helped me think about my leadership and being creative and collaborative and thinking differently than I had thought previously. That's a hard thing for leaders to do because we get to a hard place and we know the answers, we know how to do it, it works, and now we're being challenged to change...I think leadership requires ongoing learning and creativity. You get stale sometimes, and leaders that get stale run the risk of burning out or transitioning out.

Cohort members also remarked that the program has motivated them to be more creative and “think bigger” in terms of their organizations and their work. This new perspective has led several cohort members to engage new populations in their work, as well as tackle new areas of work such as sex trafficking. Even movement veterans in the cohort noted that the program has inspired them to rethink, re-conceptualize, and “try.” One cohort member said:

Looking at how we've progressed from the early parts of the movement to where we are today, from finding ourselves locked into our funder policy boundaries and timing to understanding that we need to break out of that – I think that has been one of the biggest pieces in terms of thinking outside the box.

Indeed, a MEV faculty member agreed that one of the program's unique characteristics is its emphasis on pushing cohort members to “fundamentally change their role, their function, and also their interest in the organizational work that they are doing.” She remarked, “this particular cohort for the most part actually rose to that,” whether it meant “staying within their role but really transforming how they implemented role” or even “realizing that you don't have to live within a frame of dysfunctionality in order to be an activist and moving on.”

- **Most cohort members (9 out of 15) said that they now understand the importance of self-care and prioritize and practice this as a result of their participation in the MEV Program.** Many of these cohort members noted that while self-care is not a new concept to them, the program provided them with the renewed understanding, space, and tools to actually prioritize and practice this concept. For cohort members, a learning that has been key to their shift is that individual, organizational, and movement well-being are all interconnected. As one cohort member explained, this means “you can't have a healthy movement if you don't have healthy organizations. And you don't have healthy organizations if your people are all unwell.” This also means that self-care is not just “something that you add onto a workplan” nor “something that's just about literally caring for yourself;” rather, self-care is “a strategy in and of itself.” Through convenings and Forward Stance/Tai Ji/Physical Practice sessions in particular, cohort members said that they were able to put this learning into practice and gain the experience

needed to implement self-care in their lives. Several cohort members shared the ways in which they have practiced self-care and how they have become more “grounded” and “whole” as a result:

I’ve always been this intense worker, and MEV has really shifted my energy around that so much that the people around me have told me that they appreciate me for the emotional capacity that I bring into spaces...and that has never been the case before.

* * *

The mindfulness to spirit and having Pua and Norma there was so important. You can go to different trainings and sessions, but it’s really that piece that’s missing--the self-care, that reflection time, that mindfulness, that spiritual guiding, grounding presence. You can get all caught up in the organizing, but the heart needs to be there because the heart is what carries you.

* * *

How I show up as a whole person in the work is now a huge thing...When folks said to me, “You can articulate your organization’s vision very well, but when you actually put in your own life, you come alive”....So how do I bridge or connect me and my purpose in my personal life and my wholeness as a person to this work?...I am feeling more grounded in the work, and that is a huge growth and learning for me in this process.

- **More than of half of cohort members (8 out 15) remarked that their strong relationships with each other is one of their most significant take-aways from the MEV Program.** These cohort members felt confidently that their cohort was successful in fostering a “Beloved Community” or “trust network,” and that they have gained lasting friendships from this program. Several cohort members added that the program connected them to leaders who they would not have otherwise met, let alone collaborate with, due to silos within the field, geography, or simply lack of opportunity. Cohort members spoke about their peers and their new relationships with them in the utmost of terms:

I absolutely hold this group of people, the cohort members, as some of my most cherished relationships in life. I just get excited when I’m talking with somebody on the phone or [if] I know I’m going to see them. It just feels like such an oasis of energy and connection for me, and I think that is so huge.

* * *

The incredible relationships that have come out of this experience with our cohort members and faculty and staff is a rare gift. I think it has helped us all weather some very difficult personal and professional challenges over the years and also helped us to really begin to understand just how powerful we all are, not only

individually, organizationally, but as a cohort. That's a very powerful take-away, and it should not be just discarded now because we're no longer in the cohort.

* * *

I got to meet really awesome people that I don't think I would have otherwise met, and got to connect my work with their work in ways that otherwise would have stayed in a vacuum.

- **Many cohort members said that through the MEV Program, they have become more self-aware and gained a better understanding of their perspectives, strengths, and weaknesses, all of which will help them to become stronger leaders.** Although cohort members were selected to take part in the program precisely because of their proven leadership, nearly one-third of the cohort entered the program expressing self-doubt and lack of confidence about their leadership abilities. However, through the leadership experience, skills, and tools and supports they have acquired from convenings and interim work, cohort members have become more confident leaders. For example, several cohort members noted that the 360 Degree Surveys provided them with valuable and honest feedback from their staff members, which has spurred them to “really think” about their leadership style. Several also remarked that the Leading Forward plans and peer coaches motivated them to strengthen their leadership abilities in an intentional and supportive way. As a result of participating in MEV, one cohort member stated with greater confidence:

I am meant to lead. I can face my fears. I am very fortunate and privileged to have this opportunity. I am more confident, and also [this experience] let me know that I am not alone in challenges with leadership.

- **Several cohort members said that a key take-away from the MEV Program is the importance of strategic thinking and visioning, particularly at the organizational level.** Most notably, cohort members remarked that their work on the Forward Stance has emphasized to them the need to set aside time to think strategically with their organizations, something which is not usually prioritized due to workloads and resources. One cohort member shared:

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 being about the vision that we have for the world.

Other cohort members also noted that the program has taught them the importance of having vision and “big picture thinking,” as well as an awareness of surround ecosystems, guide their movement building work.

- **Several cohort members felt that participating in the MEV Program has changed their paradigms towards ending violence against girls and women.**

In particular, cohort members noted that the international site visit to India either emphasized or reaffirmed to them the importance of using a “margins to center” approach in their anti-violence work. Indeed, one cohort member said that interacting with Indian activists reaffirmed to her, “the importance of demanding rights to education, dignified livelihood, housing health, legal aid – even and especially for the last girl.” Another cohort member shared that the MEV Program has taught her the value of incorporating an intersectional “gender lens” in her work to “bring to the fore violence against women in other movements.”

Many of these powerful take-aways will be revisited in the context of MEV’s impact on key initiative-level outcomes in Chapter 3.

Challenges and Recommendations

Although their experience in the MEV Program was overall very positive, Cohort 1 discussed a number of challenges they had encountered with the program. The presence of challenges relate to both the pilot group for the program and some larger issues that warrant more future exploration within a funder-initiated program. Along with the challenges, cohort members also constructively shared recommendations. To better understand the challenges that Cohort 1 encountered, as well as learn about ways in which to improve the MEV Program moving forward, Exhibit 2-7 provides an overview of the cohort’s assessment of the program’s main challenges and their recommendations for remedying them.

Exhibit II-7: Overview of MEV Program Challenges and Recommendations

Challenge	Recommendation(s)	Sample Feedback
<p>Most cohort members (11 out of 15) felt that they needed more opportunities to deeply share and engage in challenging, essential conversations. Cohort members were eager to have cohort-only and cohort-led spaces to not only “share our work and where we are coming from” but also authentically engage each other as leaders of this movement. Some cohort members felt that these conversations are especially key given the diverse composition of the cohort, in terms of personal, cultural, and work backgrounds. Key topics cohort members sought to address included:</p> <ul style="list-style-type: none"> • The role of the criminal justice system • The movement as it relates to racism, immigration, and LGBTQ • Sex trafficking • Pornography • The role of service to survivors and their voices in the movement as leaders • The history of the movement 	<p>Cohort 1 recommended the following to dive more deeply into conversations:</p> <ul style="list-style-type: none"> • Provide more opportunities for cohort members to meaningfully share each other’s work, histories, and most importantly their underlying assumptions and theory of change earlier on. This would also help cohort members to form partnership earlier and more naturally. • Challenging conversations could benefit from support from facilitators to help to unpack issues or help cohort members to better articulate their positions on controversial issues. Working from a shared knowledge of an issue and/or the broader landscape would also ease into these conversations. • It may be easier to conduct some of the challenging conversations outside of MEV context, especially given the backdrop of one’s foundation involvement. • It is important to determine how much alignment is necessary. Even if unity in perspectives is not achieved, these challenging conversations can help cohort members to cope with disunity. • Challenging conversations need to happen earlier on, because they become more difficult as cohort members bond. • Conversations are not “one-shot” and may require “a safe exit plan” so that cohort members emerge feeling that they are “forward moving, no matter where it landed.” 	<ul style="list-style-type: none"> • <i>You just really [need to] understand where people are coming from. If you’re going to stand for something with somebody, you’ve got to know where they stand, where they fall on certain issues, and either you accept it or you just recognize. That’s what divides the movement.</i> • <i>Nobody wanted to mess with “the bubble.” Everybody in the room is already fighting fires every single day and we get one week every few months to come together with people who are doing similar work, who are just lovely, and who we don’t really want to fight with because it’s really precious time and why ruin what’s being built? ...I think there were some hard side conversations that were happening, but again, they were happening on the side in order to improve the sanctity of this little bubble we had all created.</i> • <i>I think alignment is really important. We did not find strategic alignment...[meaning] what are the things that we all agree on and what are the things we disagree on, and let’s struggle around the things that we disagree on so that we can figure out how to unify at the end.</i> • <i>Then there’s also, where is it okay to agree to disagree? And where is it not?</i> • <i>I’d be okay with...coming to a place where we don’t have alignment, rather than we’ve run out of time so we don’t know if we have alignment or not.</i> • <i>I think some of those political conversations probably would have taken place had people not been so damn tired that all they wanted to do was drink.</i>

Challenge	Recommendation(s)	Sample Feedback
<p>Many cohort members noted that while fostering co-creation is pivotal to generating a cohort-led movement, this is a challenging and iterative process that takes time to hone. Specifically, cohort members felt that there were instances of missed opportunities for co-creation around C6 and the Research Practicum.</p>	<p>Cohort members identified the following as key elements of successful co-creation:</p> <ul style="list-style-type: none"> • Opportunities for cohort members to not only share but contribute their expertise and experience • Establishment of clear expectations. In particular, it is useful for cohort members to understand whether feedback from NoVo or MEV staff should be considered as input or “bottom-lines.” • Clearly defined roles and responsibilities. For example, the C6 “choreography guide” was key in keeping track of everyone’s roles and responsibilities. • Because co-creation is complex, it is important for all parties to continuously acknowledge that the process is an experiment and to remain as transparent as possible with each other. 	<ul style="list-style-type: none"> • <i>I know it’s something that is true of an entrepreneurial effort is that things are created and then discarded or created and discarded as part of the experiment, but especially when they involve a lot of people, a lot of cohort members’ time, than I feel that [there needs to be a better] thought process about that.</i> • <i>I appreciate [NoVo’s] bottom-line responsibilities and your need for branding and all of these other kinds of things, but if we could just be more transparent about those and then like just figure it out like, “Okay, these are your needs for C6, and these are my needs for it.”</i> • <i>I think the level of trust in what we were creating just wasn’t as strong as it could have been. In the end, all that managing of it would have been more helpful as prep with the staff and the consultants, and with NoVo or with Jennifer...[C6 should have been] where the program [transfer full leadership to] the group of leaders who they have invested in, who they have put a lot of trust in, who they have a lot of faith in.</i>
<p>Echoing cohort feedback from the C6 Synthesis, many cohort members said that C6 felt rushed and preparing for the convening was strenuous and stressful. Many of these cohort members felt that this compressed deadline negatively impacted the co-creation process, as well as hindered their ability to effectively and innovatively engage very different audiences—movement allies, Cohort 2, and funders.</p>	<p>Cohort members felt strongly that either preparation for C6 needs to begin earlier or the convening itself needs to occur later in the cohort cycle. Several cohort members also suggested that the cohort host several smaller convenings in lieu of one large convening, as this would allow the cohort to tailor their content to specific audiences and also ease their event planning and coordination burdens.</p>	<ul style="list-style-type: none"> • <i>The planning process was brutal..That really was too much for so few people...For me, it was like a second full-time job.</i> • <i>I think we were rushed in pulling this off. We should have had a final convening that allowed more time to work on the movement convening...Then we could have had a conference in the spring of 2013 that was truly reflective of the work we had done. Or, we should have been working on the December event WAY before we did. The planning team was overburdened and I think we could have done better.</i> • <i>Create more time and space for the planning and development, including in-person time and also letting cohort members know ahead of time about the estimated time required...These activities could be done more efficiently with more time and planning.</i>
<p>Almost half of cohort members (6 out of 15) felt that the MEV Program was overly structured and consistently over ambitious in terms of content covered. In particular, cohort members said that while many topics, activities,</p>	<p>Cohort members provided several recommendations to create more spaciousness in the MEV Program and its convenings in particular:</p> <ul style="list-style-type: none"> • Provide more organic space for cohort members to explore their personal and 	<ul style="list-style-type: none"> • <i>Just allowing a little more space for things to occur naturally...I feel like I benefited from a lot of the workshops, but I think to a certain extent [there were] too many workshops and it didn’t really allow us to really engage in hashing out the work, like how are we going to do the work? How are we going to shift that? Who do we need to talk to? What</i>

Challenge	Recommendation(s)	Sample Feedback
<p>and discussions were initiated, this was often at the expense of sufficient time to follow-through with these activities. Cohort members were also eager for more spaciousness in the program and the convenings in particular. They emphasized that such spaciousness is key to self-care, reflection and absorption of content, and unstructured relationship building.</p>	<p>organizational growth, as well as engagement of MEV.</p> <ul style="list-style-type: none"> • Shorten, streamline, and/or eliminate convening activities to based on convening evaluation feedback. • Lengthen convenings over a longer period of time (e.g., six-day convenings instead of five-day convenings). • Use webinars to deliver content or training that is less interactive. This would also enable cohort members' staff to partake in such trainings and activities. 	<p><i>actions need we need to engage in?</i></p> <ul style="list-style-type: none"> • <i>India was really like a challenge. We get there and then we're boom, boom, boom moving, and then we're inundated with these different things that are challenging our psyche, that are challenging our heart, that are challenging our spirit, and you know did we have the space to really get into that and dive deeper?</i> • <i>When do we come back to the Vision Statement? When do we come back to the dialogue around criminal justice system versus community response? Where is the conversation around pornography or GLBTQ lens? So there's a lot of things that are still left on the table.</i> • <i>There was just too much structure for us and I think there needs to be greater flexibility because this is an experiment.</i>
<p>Nearly half of cohort members (7 out of 15) reflected that it would have been helpful to prepare Cohort 1 for their roles beyond C6 earlier on, particularly as it relates to:</p> <ul style="list-style-type: none"> — Cohort 1's relationship with Cohort 2 — Cohort 1's continued social change work together — Cohort 1's potential collaboration with future cohorts on research projects and future social change campaigns <p>Cohort members felt that this needed more foresight and attention given their willingness and enthusiasm to sustain the momentum and the collaborative work they have generated during their time together.</p>	<p>Cohort members recommended helping cohorts to understand their roles after they graduate from the program earlier on. They also suggested to create more formal ties between cohorts, as a way to ensure that there is interaction and collaboration between them.</p> <p>Relatedly, cohort members noted that it has been challenging to sustain their work together "without the grant and without being part of the program structure." They emphasized that Cohort 1 needs adequate support and resources to not only maintain their relationships with each other but also sustain and build upon their collaborative work beyond C6. Transparency and clarity from NoVo about the Cohort Collaborative Fund and other resources is key in this regard.</p>	<ul style="list-style-type: none"> • <i>What is Cohort 1's role now? How are we supposed to relate to Cohort 2 or not and what's the through line of work for all of us in the MEV program? I think we just don't know yet and it's challenging not to know.</i> • <i>The potential for us to take what we have and take it to a bigger scale is there. And that's where the funder engagement strategy comes in. If there could be a very intentional getting some of these other big funders on board to really invest in the organizations that are already part of this network, [this would] really say [to us that] we want to make sure that you have the capacity to do this work going forward. I know NoVo is not going to fund the whole thing, but they do have the opportunity to engage some of these other players. And that's what I think could be very, very powerful.</i> • <i>We all knew not to become dependent on the MEV resources [but] it's been really hard to sustain that gift...It was hard for people to get the time to meet in San Francisco. It was hard to talk about the limitations of the money that we're trying to apply for. It was hard to think about the things that it couldn't support. It was hard to hear each other talk about how just completely swamped and overwhelmed everyone is ...Being able to maintain the spirit of the cohort experience and just all of that, it seems impossible for people...And the further out in the margins people get, the harder it is for them to keep any kind of engagement going.</i>

Challenge	Recommendation(s)	Sample Feedback
<p>Several cohort members felt that the MEV Program could devote more time and place greater emphasis on collaborative leadership. This includes understanding and practicing the concepts of co-powering, collaborative power, and the practice of “partnership.”</p>	<p>Cohort members suggested that the MEV Program place great emphasis on collaborative leadership moving forward. They felt that focusing on this concept is especially crucial given that sharing leadership of the movement is and will continue to be an ongoing challenge.</p> <p>Cohort members also felt that collaborative leadership must also include leadership development and opportunities for new and diverse leaders, such as young leaders, emerging leaders, and engaging clients into the movement. They noted that intentional leadership development is key to fostering the movement’s next generation of leaders.</p>	<ul style="list-style-type: none"> • <i>I do think we had a lot of the same voices during key moments... We had a lot of the same voices that the field gets to hear all the time... To me, what I thought was most important was there was an opportunity to show shared voices with new emerging leaders... What could we have done to put voices upfront? ...I do think that we end up in the field deferring to other people with years of experience, and so they end up getting to be the voices. Now, can you say that Beckie, Ted, Nan, and Joanne aren't brilliant public speakers and brilliant representatives? Of course not. But I think we need to be really intentional in preparing people to be new and fresh voices in the work.</i> • <i>[We need to] work to put those most impacted at the center of the work and not just as representatives or stories, but more as how do we work to build their capacity to advocate?</i> • <i>Are we going to be able to let go and let others spin it and have control in their different way...because movements get into that place of [having] vanguards, and how do you get around these vanguards and how do we really see the whole fluidity of a movement which [honors that] there have been organizations and people doing this work for a really long time but haven't had the resources to push it up broader.</i>
<p>Several cohort members admitted that while their participation in the MEV Program has been extremely valuable, it was more intensive than they had originally anticipated. This has been especially challenging for cohort members from smaller or less stable organizations. In addition, the ending of their grant after their completion of the MEV experience has affected their ability to integrate learnings at their organizations.</p>	<p>Cohort members emphasized that the intensity of the MEV Program necessitates that cohort members have strong support from the respective organizations. Because it may be difficult to ensure this, they noted that it is important for cohort members and NoVo to communicate clearly and openly, especially when a cohort member is with an unstable or struggling organization.</p> <p>Cohort members also noted that the intensity of the program underscores the importance of strong support from NoVo to help cohort members to integrate and implement their learnings at their organizations.</p>	<ul style="list-style-type: none"> • <i>I think within the program itself, just the workload is a challengeAnd then the work in between, which was also wonderful, was just a lot...It was just so much on top of what we already are doing at our organizations that that was really tough, especially when it wasn't always on work time that I could do those different movement things on top of that.</i> • <i>The biggest challenge was really just trying to figure out to merge the work of MEV with the work of the organization and given all the things that were just sort of happening at the organization.</i> • <i>I've been a bit challenged with bringing [my MEV learnings] back to my staff...In fact, when my board did my last 360 evaluation, one of the things that they heard from staff was, "Well, what is this Move to End Violence thing anyway? Why is she gone so much?"...It ends up being an organizational capacity problem because we have so much going on at all times. It's difficult to say, "Okay, I'm going to devote 45 minutes of this meeting to this PowerPoint presentation now or show you my pictures from India."</i>

Cohort members also re-emphasized some other recurring suggestions for the MEV Program moving forward, most of which concern short-term program logistics. These considerations include:

- **Providing cohort members with greater clarity about invitations to workgroups**, to prevent cohort members from missing out on opportunities or unnecessarily feeling excluded. This may also help to ensure more participation from more cohort members in interim work activities.
- **Ensuring that there is more than one male cohort member.** One male cohort member explained that being the only male in a cohort can “feel very vulnerable” and “be a little awkward at times,” particularly during trips abroad. He noted the value of having another male in his cohort allowed them to check in with each other to make sure that they are showing up in respectful ways with the group and to process key discussion points with each other through their own gender lens.
- **Providing more transparency to cohort members about grant amounts and how these amounts were determined.** One cohort member explained that absent information from NoVo or the Raben Group, cohort members will eventually learn about one another’s grant amounts, which can potentially lead to conflict. As such, she recommended that NoVo issue a statement about grant amounts and how these amounts were determined from the outset. Along similar lines, she also suggested that the program provide more technical assistance to cohort members and their organizations to help them strategize on how to best use their resources from NoVo.

Considerations from cohort members that address more long-term aspects of the program include **hiring a MEV faculty member who has worked directly within the movement to end violence against girls and women.** This individual would serve to reduce the didactic and theoretical nature of the program and further ground the program in the experiences and perspective of the movement.

Another consideration is to focus the MEV Program more on “doing” movement building. One cohort member explained:

We’re calling it the Move to End Violence, and it’s about skill building and increasing our capacity to do movement building, but it felt like we didn’t do movement building in the program. We learned how to do it but we didn’t actually get to do it, and then now we’re supposed to do it, but we don’t have any money to do it. So it just seems like there should be a little bit more “doing” in the program.

A MEV faculty member agreed, noting that the program’s emphasis on “holding learning and participation in the same time and place” is “very ambitious” and “requires a very disciplined participation on the part of all parties.” For Cohort 1, she recognized that there may have been a greater emphasis on learning than execution. For Cohort 2, however, she shared that the program will have “less ambitious expectations on the skill building side and have people essentially learn

as they go” so that there is “less emphasis on them learning and more emphasis on them doing it.”

Ultimately, while cohort members shared many different challenges, these primarily concerned three key themes that MEV staff and faculty are fully aware of and actively seeking to address: a need for more spaciousness; the ongoing experiment of co-creation; and a need to provide cohort members with more opportunities to share and engage each other as co-leaders of the movement to end violence against girls and women. Addressing these themes will certainly require more thought, discussion, and experimentation from the MEV staff and faculty and future cohorts. However, given Cohort 1’s overall gratitude, their life-transforming experience, the many extremely positive highlights they shared, and the bevy of recommendations they offered in the spirit of making the program as effective as possible, the pilot MEV program has provided future iterations and cohorts with a strong foundation from which to move forward and build upon. Next, as a close compliment to this chapter, we discuss MEV’s impact on initiative-level outcomes to date.

III. PROGRESS TOWARDS 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 to prevent and address violence. 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.

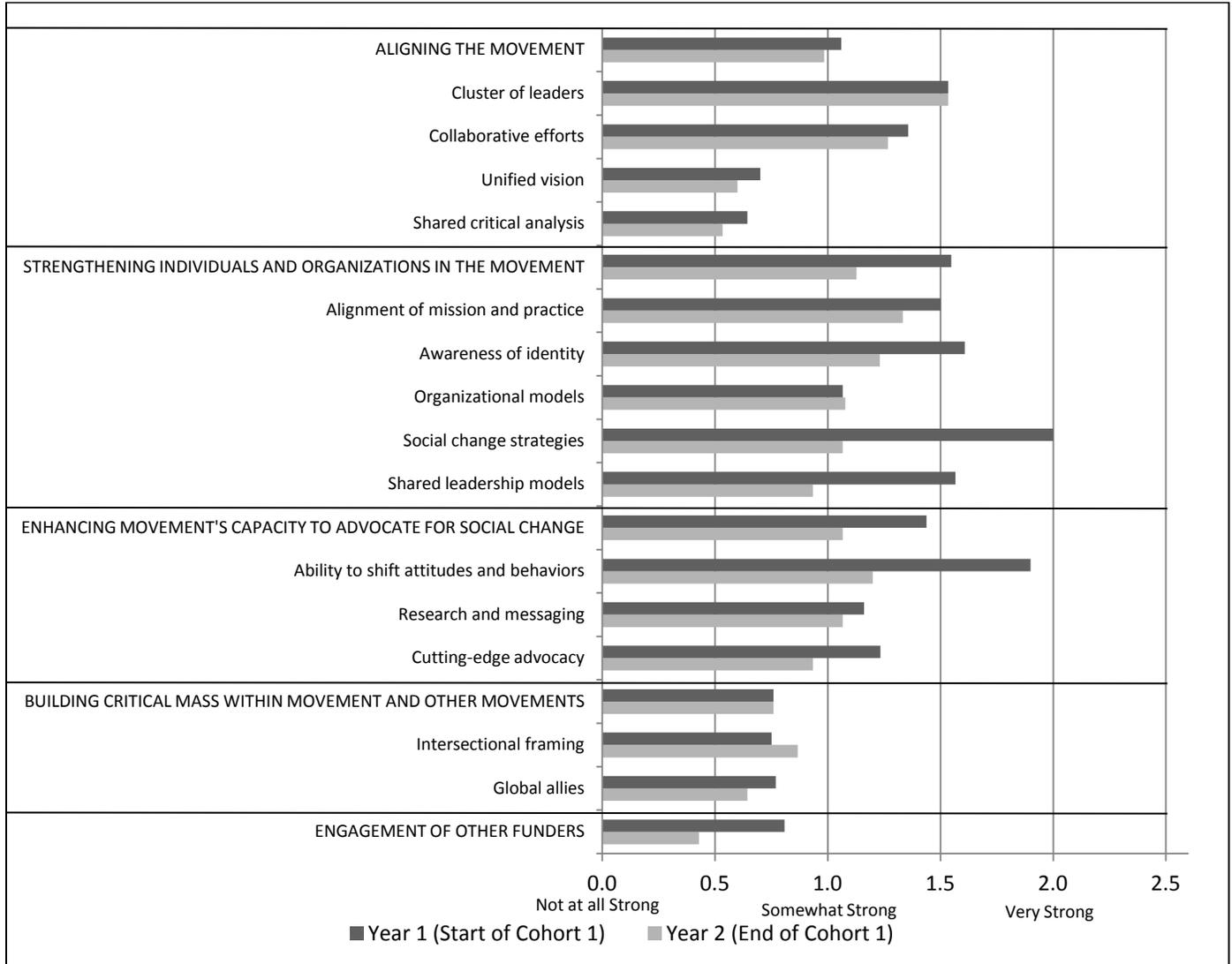
In this chapter, we highlight findings associated with each of the five overarching goals and the fifteen outcome areas at the end of Cohort 1. Assessments include information gathered through an online survey and in two rounds of interviews with each of the cohort members. Cohort members were asked two questions: “What is your assessment of the current strength of the movement on key MEV outcomes?” and “What is the impact of the MEV Program and your participation in MEV on key outcomes?” We begin the chapter by presenting cohort members’ assessment of the movement, comparing their baseline assessment of the movement to their assessment at the end of Year 2. We then go on to provide an overview of cohort members’ assessment of MEV’s impact on the overarching goals and core outcome areas, followed by detailed qualitative findings on each outcome area.

Assessment of Overall Movement Strength

Exhibit III-1 provides an overview of the average ratings that cohort members gave to key outcome areas for the overall movement strength to end violence against women and girls at baseline (at the beginning of the MEV initiative) compared to their ratings at the end of year two and the conclusion of cohort 1. As is apparent in the exhibit, **with only two exceptions (intersectional framing and organizational models), cohort members assessed the movement more negatively at the conclusion of Year 2 than they did at the beginning of the initiative.** We believe that there are two core reasons for this result. First, MEV has played a powerful role in raising cohort members’ expectations of what the movement can accomplish,

and this, in turn, has led them to be more critical of where the movement currently is. Second, a good proportion of cohort member’s assessments at the end of Year 2 are influenced by the financial uncertainty facing their organizations and the challenges that they face in sustaining and extending the work they began with the support of MEV.

**Exhibit III-1:
Shift in Cohort Members’ Assessment of the Overall Movement¹**



These findings reveal cohort members’ perceptions of key areas of relative strength and relative

¹ Cohort members responded using a four-point scale: not at all strong, somewhat strong, very strong, and extremely strong.

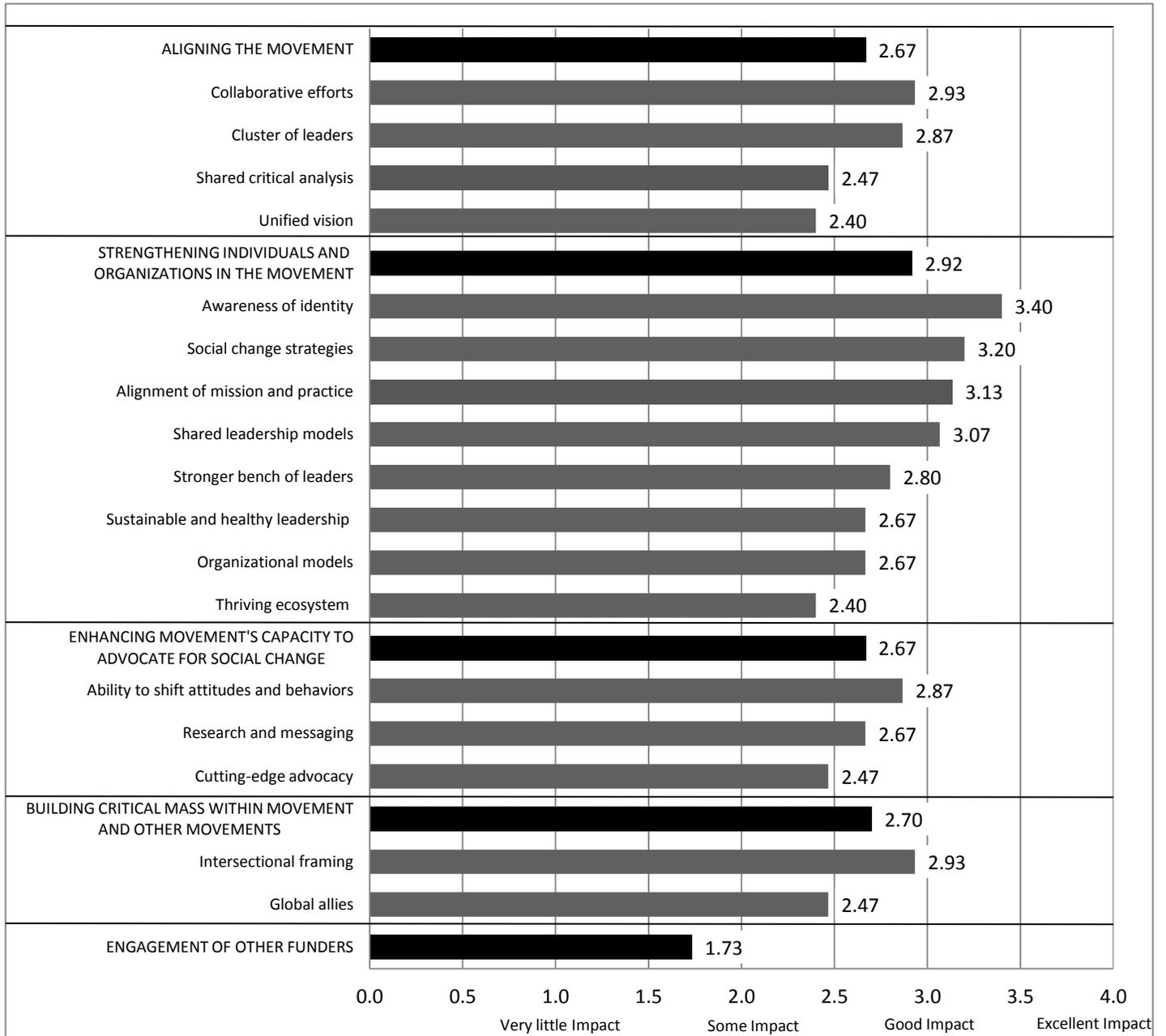
weakness for the movement at the beginning and end of their engagement with MEV. It shows that cohort members' perceptions of some areas, such as social change strategies, shared leadership, and the ability to shift attitudes and behaviors, declined considerably from the baseline survey, suggesting that MEV helped to raise expectations of cohort members in these areas. Further, overall scores for the movement as a whole were low, particularly at the end of Cohort 1. Six of the outcomes were rated by cohort members as being between “not at all strong” and “somewhat strong” with most of the remaining outcomes being perceived as only “somewhat strong.” The findings show the relative strength of the movement when it comes leadership, collaboration, and alignment of mission and values, though few cohort members rated these as very strong.

Assessment of MEV Impact

In contrast to the low rating on the movement's strengths, the cohort's ratings of MEV's impact show promise in terms of this program's potential to strengthen the movement in the long run. Exhibit III-2 shows Cohort 1's assessment of MEV's impact on these key goals and outcomes. Cohort members rated the movement on a four-point scale, including (1) very little impact, (2) some impact, (3) good impact, to (4) excellent impact.

As will be described in more detail in the sections that follow, cohort members collectively felt that MEV had “good” impact on strengthening individuals and organizations in the movement, with “some” to “good” impact on three of the other goal areas. The overall reason for the higher ratings of impact in strengthening individuals and organizations is because the cohort could see visible evidence of impact on themselves, their organizations, and their cohort. Their ratings in other goal areas were tempered by their awareness that MEV has much work to do to impact the larger movement. We provide more details on each of the outcome areas below, drawing from quantitative and qualitative data.

**Exhibit III-2:
Summary of the Cohort 1's Assessment of MEV's Impact on Outcomes**

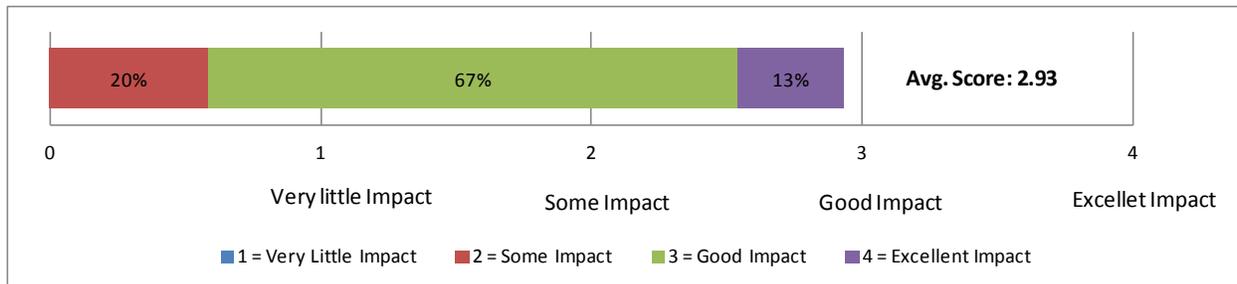


Aligning the Movement

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 work together towards achieving that goal. MEV also wishes to encourage and promote a critical race, class, and gender analysis of

violence against women and girls. In this section, we present data on each of core outcomes in this area, *moving from the areas with the greatest to the least area of impact.*

Capacities to Build Alliances and Collaborative Efforts



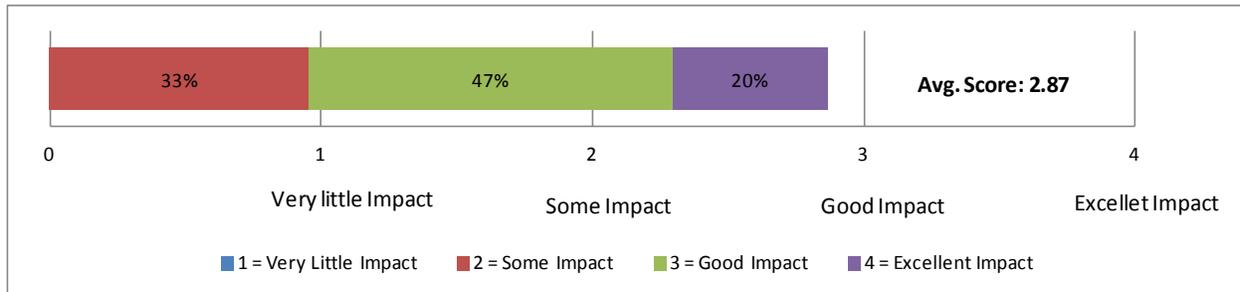
When organizations and leaders have a healthy capacity to build alliances they are better able to identify and connect with those that share common values in order to achieve shared social, political, and organizational goals. From its earliest design, MEV has sought to support alliances by intentionally selecting and bringing together leaders representing different aspects of the movement to end VAWG. Over 80 percent of cohort members indicated that MEV had good or excellent impact in this area. One fifth of cohort member described MEV as having “some impact,” stating that the base for collaboration within the movement, even among cohort members, remains vulnerable, particularly given the uncertainty of the funding climate. Faculty were more likely than cohort members to describe the impact of MEV on this outcome as “excellent,” citing some of the collaborative work that members of Cohort 1 are engaging in together, and describing that *“they’re working together as a cohort and with their allies as well.”*

Sample Cohort Feedback

Evidence for lower ratings	Evidence for higher ratings	Faculty feedback
<p>20% of cohort participants said that MEV had “some impact” on their capacity to build alliances and collaborate.</p> <ul style="list-style-type: none"> Despite MEV’s progress, collaboration is still highly vulnerable to shifts in the external context: “We’ve seen more... collaboration than we’ve seen in the past, but I don’t think it’s necessarily [sufficient] in terms of harnessing or mobilizing a movement. It’s better than it used to be, but ... we’re very vulnerable to going back to either “somewhat strong” or “not at all strong because of everything that pulls the 	<p>80% of cohort members rated MEV’s impact on alliance building and collaborative efforts as good or excellent.</p> <p>This figure aligns with and reinforces the findings in Chapter 4, which documents the tremendous growth in formal and informal relationships among Cohort 1 members.</p> <ul style="list-style-type: none"> MEV heightened Cohort members’ awareness of and appreciation for collaboration: “It opened up some doors for people to think about different ways to build alliances” and is “motivating people to spend their 	<p>80% of faculty members rated MEV’s impact on alliance building and collaborative efforts positively, with 60% saying the impact was “excellent” and 20% saying it was “good.”</p> <ul style="list-style-type: none"> Alliances are a natural result of increased leadership and confidence: “It’s about finding their voice...as [cohort members] begin to be more expert of that, that itself allows them to have conversations with people that they knew and also that they have met for the first time, and ...they are building alliances through that communication.”

country[’s] [focus] away from violence against girls and women.” resources in [new] directions.”

Cluster of Leaders Committed to Working Together



MEV and...our first cohort are really committed to supporting and working together and seeing...the bigger vision. It's a really good, solid group that has connections that are broader than the cohort, so that piece is really strong.

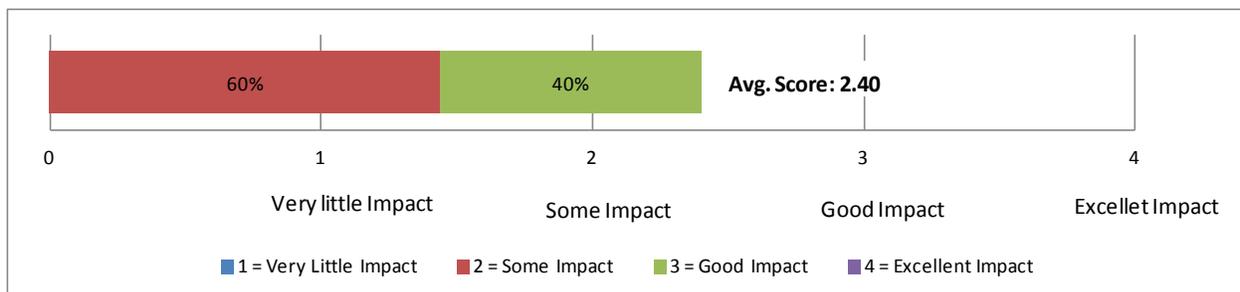
- Cohort Member

As was true of the previous outcome, the MEV placed a central focus on providing a space for leaders to build relationships and forge a common agenda for working together. It is no wonder, therefore, that this outcome is very highly correlated with the outcome on alliances and collaboration. One fifth of cohort members felt that MEV made an “excellent impact” in this area, nearly half felt that the impact was “good,” and the remaining one third felt that MEV had “some” impact. Almost all who were more conservative about MEV’s impact cited how early MEV is in its development, while those that described its impact as “good” or “excellent” said that MEV provided unique and protected space for leaders to reflect on their work and connect with others. In contrast to members of Cohort 1, all faculty felt that MEV has had “good” to “excellent” impact on helping to support the development of a cluster of leaders who are committed to working together. The level of commitment that leaders have to working together over the long-term will be better understood once cohort members move on from their participation and start to integrate these relationships into their work moving forward.

Sample Cohort Feedback

Evidence for lower ratings	Evidence for higher ratings	Faculty feedback
<p>33% of respondents said that MEV had “some impact” on building a cluster of leaders committed to working together.</p> <ul style="list-style-type: none"> It is too early to assess whether a significant threshold of clustering has been reached. At least two participants expressed that it was too early in the program for strong clustering to take place: “MEV’s effect on clustering will take time to be realized. Our MEV work has just begun, and I think it has had a good impact of these leaders, but it will take a long time for its effect to be fully felt.” 	<p>67% of respondents gave MEV a high rating (i.e., “good impact” or “excellent impact”).</p> <ul style="list-style-type: none"> MEV provided leaders with the luxury of time for reflection and connection. Two participants said that having this time laid the foundation for strong relationships: “Time and resources in MEV allow for strong clustering. In the MEV cohort, I think that we were able to come together as that group of 14 or 15 people to really begin to unpack and examine that in a way that other people simply just don’t have the luxury to do.” MEV encouraged leaders to think differently about how to work together. Three participants said that the different elements of MEV’s design (e.g., the intersectional approach, the pivots) helped promote a stronger cluster of committed leaders: “[MEV] has really helped us begin to think differently about how we need to do the work together. I’ll keep coming back to the pivots because they are very, very meaningful to me. They are applicable and they resonate well with me, and it really is about the interconnectedness.” 	<p>All of the faculty members believed that MEV had “good” to “excellent” impact on this outcome.</p> <ul style="list-style-type: none"> Cohort members took initiative and ownership within the program. One faculty member said, “The first cohort came in energetically as pioneers. They understood that...leadership goal, and they’re continuing to play it out. They feel a certain responsibility...not only as a cluster of leaders committed to their work but also a cluster of leaders committed to the notion of the movement to end violence.” MEV helped facilitate strong relationships between cohort participants. “The program design for the first cohort was transformative in the sense of their relationship—I feel like they created a bond for life.”

A Unified and Directional Vision



We did not have the hard, political discussion, so we did not have political alignment at the end.... When you start getting into the...nuts and bolts, that's where you unpack and uncover where we are not potentially aligned as a cohort and certainly as a movement.

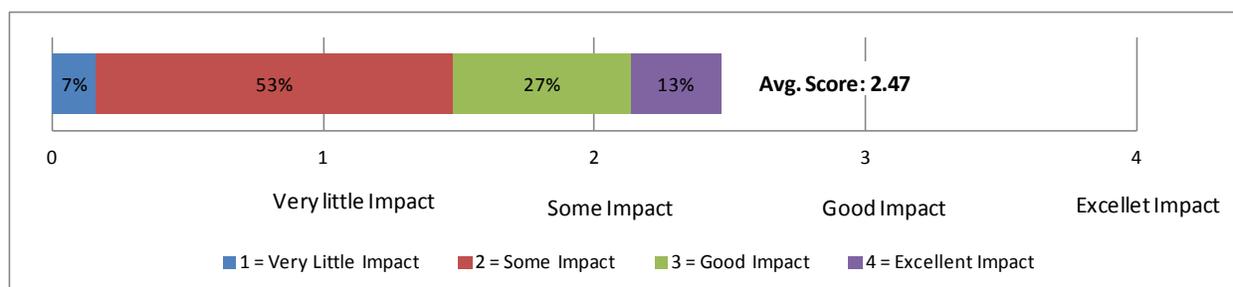
— Cohort Member

Common values and a shared vision are key to aligning the movement, but it can be challenging particularly when bringing together leaders that are approaching the movement to end VAWG from different directions. Although cohort members felt that MEV made some impact on this outcome, over half felt that there was not enough room in the convenings for leaders to grapple with the deep ideological or philosophical issues facing the movement. Ironically, some said that the positive and caring environment that MEV created for leaders *inhibited* them from engaging each other directly in areas where they disagreed (for instance, criminal justice reform). Faculty feedback on this outcome was significantly more positive, in part because they focused on the foundation that Cohort 1 had laid for future cohorts.

Sample Cohort Feedback

Evidence for lower ratings	Evidence for higher ratings	Faculty feedback
<p>60% of participants reported that MEV had “some impact.”</p> <ul style="list-style-type: none"> • Cohort 1 did not fully address or resolve areas of conflict on some key issues: <i>“I don’t know if there is real unity within the cohort...Part of it is we never really had discussions on vision directly...Probably one of my biggest regrets...is not have more discussions about our work at the very beginning because I think it would have...been unifying.”</i> 	<p>40% of respondents believe that MEV made a “good impact.”</p> <ul style="list-style-type: none"> • MEV placed a strong emphasis on developing a strong collective vision. <i>“I think that there’s been good impact from MEV in terms of articulating why we need to have a really, really strong, forward-thinking vision.”</i> • The pivots and vision statement are signs of real progress. <i>“I feel like even though there are a lot of words, that we did a pretty good job of succinctly articulating a vision that made sense to people.”</i> 	<p>80% of faculty rated MEV’s impact as “good,” while one faculty member said MEV had had “some” impact.</p> <ul style="list-style-type: none"> • The cohort build a solid foundation through their development of the pivots and vision statement: <i>“[Cohort 1] has a very good start of a vision statement and pivots ...and I think that’s a very, very solid base for how they’re now able to reach out to their allies and constituents on furthering that vision.”</i> • There remains a lack of clarity and unity around specific issues but the foundation for unity has been laid: <i>“There are some fundamental questions around specific issues, so I think they’ve done really amazing work given the time they had, but that work is not complete.”</i>

A Shared Critical Analysis



The feedback we received on this outcome closely parallels the feedback we received on the previous outcome. Most MEV stakeholders (cohort members and faculty) understood a shared critical analysis to be a central dimension of a unified vision. Cohort members, however, have their own understanding of what a critical analysis is, what it means to “shared” a critical analysis, and how important it is that this be present in order to push forward a common agenda or vision. Cohort members were mixed on the degree of impact that MEV has had in this area.

Sample Cohort Feedback

Evidence for lower ratings	Evidence for higher ratings	Faculty feedback
<p>60% of cohort participants reported that MEV’s impact on creating a shared critical analysis has been low.</p> <ul style="list-style-type: none"> • The lack of dissemination of MEV’s analytical frame is a limiting factor. <i>“We’ve set a pretty good foundation. It really is about having the other cohorts that joined really embrace that perspective and carry it forward.... We have a great foundation, and we just really be able to figure out how we’re going to make that impact broader.”</i> • The absence of difficult conversations impeded the ability of the cohort to reach a common understanding on key issues (such as criminal justice reform, prostitution versus sex work, etc.). <i>“I think we left a lot on the table... That would have really I think actually deepened some of that intersectional analysis, and even gender analysis.”</i> • Discussions related to a 	<p>40% of cohort participants said that MEV helped generated a shared critical analysis between cohort members.</p> <ul style="list-style-type: none"> • The problem definition paper laid the groundwork for a shared critical analysis. <i>“The problem definition paper helped us think about [VAWG] in a unified way. I don’t think it ever resolved all of our differences, but it gave us the framework to begin to say, ‘We really need to at least begin to identify what the problem is in more of a cohesive manner.’”</i> • Intersectional analysis is a common frame that Cohort members are bringing to their work. <i>“With MEV, we really [thought about] and understood that we need to figure out a way to not only have an understanding of how all of these things intersect,.. but if we really want to make progress, we have to figure out a way to connect all of those dots. We have to go just</i> 	<p>60% of faculty members rated MEV’s impact for a shared critical analysis as high, with 40% rating the impact as “good” and 20% rating it as “excellent.”</p> <ul style="list-style-type: none"> • The first cohort made significant strides in forming a shared analysis, but that this was only the beginning. <i>“I don’t think they’re done with that work, sort of similar to the unified and directional vision. They’ve made enormous progress to date but that work is not yet complete.”</i> • The shared critical analysis will evolve as cohort members work towards common goals. <i>“I’m not as concerned as some people might be that the full analysis portion didn’t occur in as much rigor as people had hoped it would. I believe that critical analysis emerges from being in the experience of what’s occurring right now and having a vision of what is possible... So I think that the</i>

critical analysis occurred, but the cohort needs more to move it to the next level.

“Our cohort hit our stride at the end for a time, and so I’m really excited and also a little bit worried about how we could continue our impact, but certainly like the conversations we had at this last, most recent meeting...showed me the potential for what we could do together.”

beyond building shelters.”

- **MEV simplified and generalized critical analysis, making it applicable to a larger audience.** *“I think that [a critical analysis] did exist, but again, it exists in these really disparate geographies. So a lot of people have good critical analysis but the way that we share it isn’t [effective]. And to me, that’s the MEV impact. It’s a consistent analysis but it’s kind of simplified enough that we can apply it across geographies, across issues, across populations of people.”*

shared critical analysis will begin to emerge.”

Recommendations to Further Align the Movement

Cohort members had a number of recommendations oriented at supporting Cohort 2’s ability to build off the work of Cohort 1 and better align the movement.

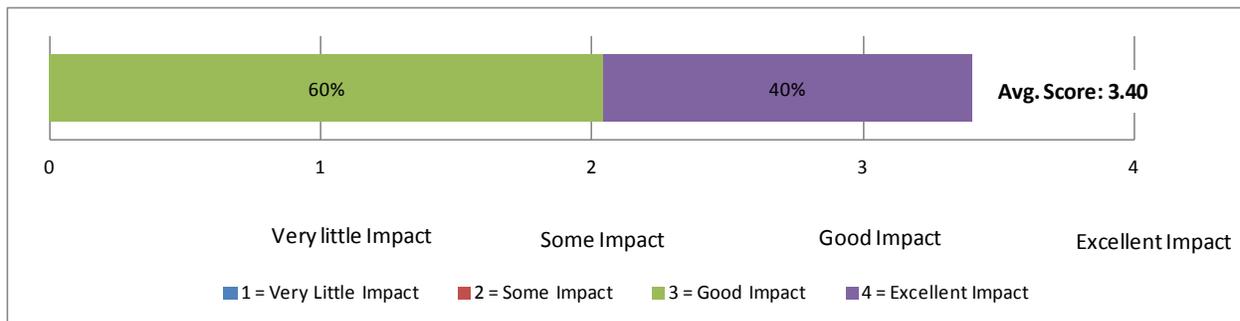
- **Clarify the role that Cohort 1 will play in MEV moving forward.** Faculty and cohort members alike recognize the role that Cohort 1 played in laying a “foundation” for future cohorts and for the overall MEV Program. Yet, members of Cohort 1 are still uncertain about how their leadership will continue to infuse and connect to the work of future cohorts. They see the linking of the work of the different cohorts to be key to aligning the movement and magnifying the impact of MEV.
- **Provide the space for cohort members to learn about the work of each other’s organizations and have “critical conversations” about areas of the movement where there is disagreement.** Cohort members expressed some regret that they were unable to engage in conversations early on to clarify the critical and analytical lens that guides or undergirds everyone’s work. They understood that Cohort 2 was already engaged in get-to-know you webinar sessions, and underscored how important it is to have these conversations up front.
- **Engage a broader group of stakeholders in MEV and increase sharing of information.** A common theme of respondents speaking to this goal area is that the work is “just beginning.” Cohort members see engagement of broader stakeholders and dissemination of tools as core to movement building, and would like to see that unfold with purpose and direction.

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. On average, cohort members felt that **MEV had the greatest impact when it comes to strengthening individuals and organizations than in other goal areas**, in part because most of MEV’s core interventions have focused on eliciting change and the individual and organizational level. The scores were highest when cohort members spoke to their individual or organizational growth as a result of the program, and were lowest when they branched into talking about MEV’s impact on the broader movement. Because this is a core focal area of the initiative in the early phases, we include in this section long term outcomes related to organizational sustainability and health. As might be expected given the early stage of this program, three of the four outcomes with the lowest scores in this area are long-term outcomes (e.g. thriving ecosystem of organizations, sustainable and healthy leadership, stronger bench of organizations).

Awareness of Self and Social Identity



With an average score of 3.4 from cohort members and 3.6 from faculty, **awareness of self and identity was the highest rated initiative-level outcome**. Forty percent of cohort members described the impact of MEV on this outcome as “excellent” and the rest described it as “good.” **It is notable that zero percent reported “very little” or “some” impact.** Cohort members tended to talk about this outcome relative to their own leadership and role within the VAWG movement. They also spoke about this dimension in the context of the MEV’s focus on self-care and sustainability.

Sample Cohort Feedback Evidence for Higher Ratings

All grantees said that MEV had a high impact on their awareness of self and social identity.

- **MEV helped cohort members gain a greater sense of their own leadership:** *“It helped me understand who I am and clarify my sense of purpose, my belief system, how I do the work, and allowed me to get feedback from coworkers and outside folks about my organization. It just allowed me to think more critically about myself within the ecosystem of the movement.”*
- **The Rockwood Leadership Institute and other leadership**

Faculty Feedback

Faculty members also said that MEV had a high impact on this outcome, averaging a 3.60 rating.

- **Norma’s work and the Rockwood Leadership Institute were cited main influences:** *“The work that Norma has done has been life-changing for the cohort members, and also the impact Rockwood has had on*

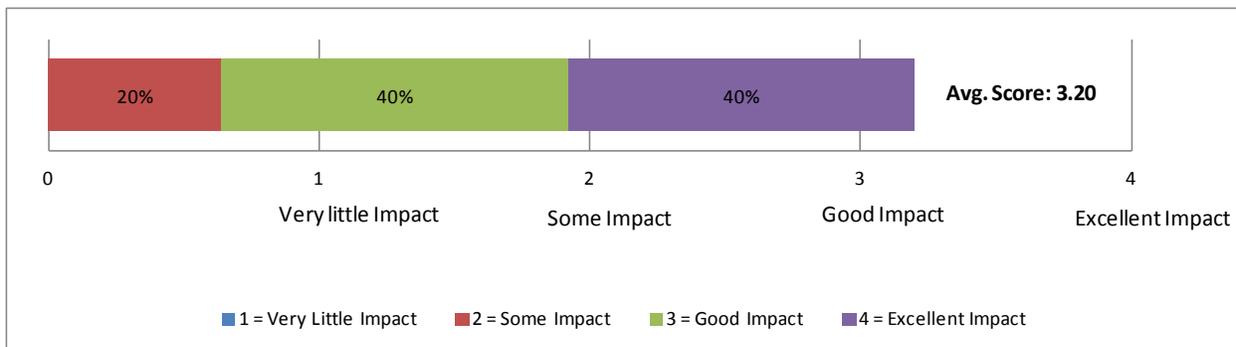
support helped to expand cohort member’s awareness of themselves and their role in the movement. “The MEV program impact really helped us through Rockwood and through the other kinds of curriculums that were given to us to heighten awareness of our self and our social identity in the context of being movement makers.”

- **One cohort member said that the greater self-awareness through MEV helped motivate her transition out of her organization:** “[MEV] took us in as individuals and as whole people, not just as executive directors. [It] allowed me to articulate what kind of lifestyle I wanted to have and what kind of participation and involvement I wanted to have in the movement.”

them in terms of the ability to think about triggers and how do you manage hard conversations.”

- **Cohort members’ growth in self-awareness also grew more sophisticated throughout their time in MEV:** “In the beginning it was more sort of taking risks of revealing themselves. But in [Convening] 4 and 5, people [had to]...explore what their gifts and their purpose were. By [Convening] 6, what I saw was a pretty sophisticated self-awareness of ‘this is what I have to bring to this collective group of people.’”

Increased Organizational Capacity for Strategic Thinking

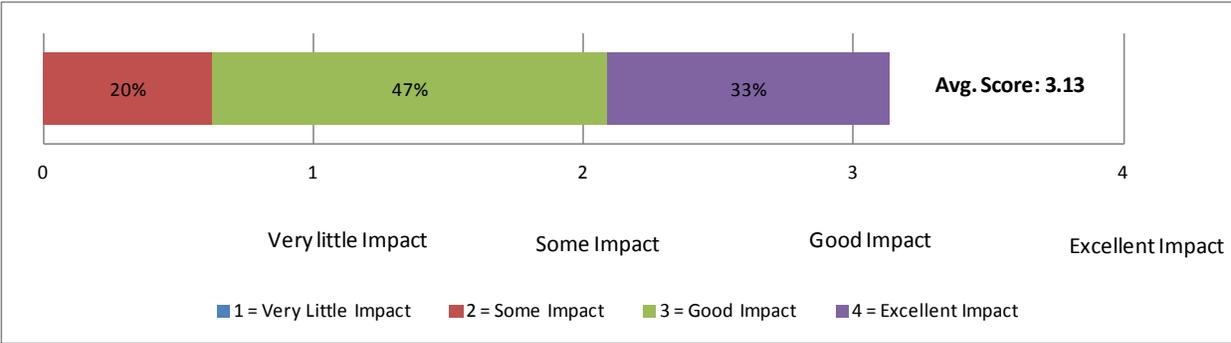


Organizational capacity for strategic thinking provides organizations with the skills to take stock of the successes they have achieved, set long and short-term goals, and confidently develop strategies, tactics, and programs that will keep the movement moving forward. It is also important for reducing the “reactiveness” that can lead to burnout and fatigue. MEV provided participants with tools, frameworks, and training designed to increase the capacity of the cohort members’ organizations to operate strategically. As a group, cohort members’ assessed the impact of MEV on this outcome very positively, in that **received the second-highest average outcome score**. Although faculty members also rated the impact of MEV on this outcome positively, they were less likely than cohort members to say that it had “excellent” impact.

Sample Cohort Feedback

Evidence for lower ratings	Evidence for higher ratings	Faculty feedback
<p>20% of cohort members said the MEV made “some impact” on their agency’s capacity to think strategically.</p> <ul style="list-style-type: none"> Integrating the tools and ideas from MEV back into the organizations was sometimes a challenge: <i>“I really loved the capacity building that NoVo gave the organizations... We’re struggling with trying to [figure out], again, how do you bring in or hold onto that social change.... So we are still struggling as an organization... to hold it and honor it.”</i> 	<p>80% of cohort members felt MEV made either a “good” or an “excellent” impact on their agency’s capacity to engage in strategic thinking</p> <ul style="list-style-type: none"> MEV provided cohort Members with the tools, training, peers, and space to improve their agency’s strategic thinking: <i>“The organization’s work was just unbelievably enhanced through this process of being with my fellow cohort members and the faculty...and the thinking... [about] our role...[in] the movement and how we were going to have the most impact.”</i> C6 was a platform to advance organizational capacity for strategic thinking. <i>“I think this is where MEV is having a real impact... To a large extent, this is what C6 was about: encouraging the movement to think in social change strategies and moving the thinking from ‘We are in a field’ to ‘We are in a movement.’”</i> The MEV language and theory of change framework impact one organization and its partners’ conceptualization of social change. <i>“We are thinking now about our own theory of change... [and using] language that we wouldn’t have used before.”</i> 	<p>80% of faculty members felt MEV made a “good” impact on cohort members’ agency’s capacity to engage in strategic thinking.</p> <ul style="list-style-type: none"> Cohort members’ agencies are beginning to show strong signs of strategic thinking. However, the lack of more substantial action (e.g., a social change campaign) prevented faculty members from giving this outcome higher rating: <i>“I think there’s been a really significant shift in the ability to think strategically. I feel like where they were, if you think about the beginning of Convening 1 to where they end up at Convening 6, it’s dramatic. I’m putting it down to, “good impact,” mainly because I feel like the ability to execute a social-change campaign – that is yet to be seen, not only as a movement, but within an organization itself. So there’s dramatic progress and yet I don’t think we yet have seen the full impact yet.”</i>

Organizations Development of and Alignment with Values

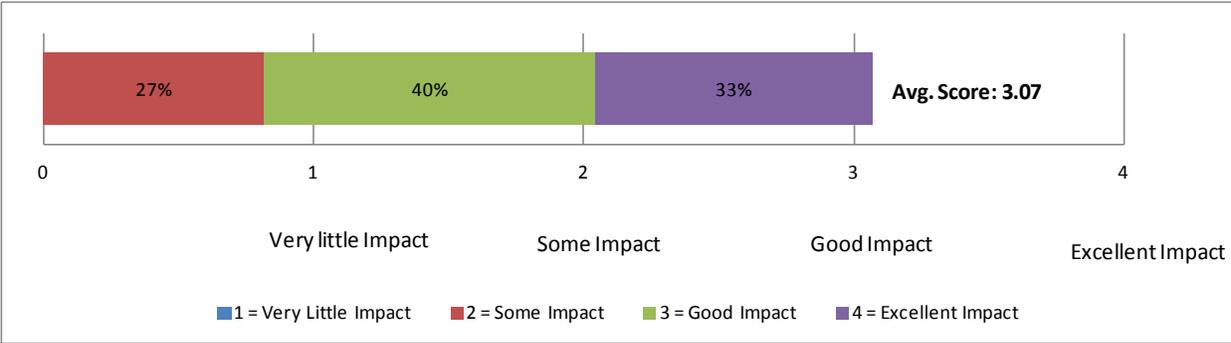


Like the previous two outcomes, this outcome received an above average impact rating. MEV clearly focused on this outcome, though the extensive conversations about how vision and values shape VAWG work. In our interviews, however, cohort members did not provide too much commentary around this outcome. Part of this may be because most participants are still in the middle of their OD projects.

Sample Cohort Feedback

Evidence for higher ratings	Faculty feedback
<p>80% of cohort members said that MEV had a high impact in terms of helping their organizations develop and align their values.</p> <ul style="list-style-type: none"> • MEV experienced encouraged them to revisit their organizational values. <i>“The impact on our organization was to really help...check on our mission, visions, values, and practices and found that we were in good shape there.”</i> • Support from cohort members was valuable in creating organizational alignment of values. <i>“We’re still in the process of getting that alignment through the whole of our organization because we have so many different focus areas...but part of the capacity building through the MEV cohort and having access to [leaders of different organizations]... to ask... “This is where we’re struggling. What did you guys do and how did you guys get through this?” That piece of MEV’s support is very key.”</i> 	<p>80% of faculty members said that MEV had a “good” impact in terms of helping cohort member’s agencies develop and align their values.</p> <ul style="list-style-type: none"> • One faculty member discussed the increase in organizational alignment she noticed for at least 3 Cohort members: <i>“With Joanne...I really see her rethinking her organizational purpose and position. Nan [and]... Nancy too. With those [three] I think there was...they are really starting to rethink their [agencies] and line-up of parts.”</i>

Collaborative, Shared Leadership Models



It is my belief that everyone is a leader and for an organization to maximize their effectiveness, really we have to recognize the leadership of everyone in the organization...It is really about seeing the leadership everywhere, and I think MEV, with its vision, is very helpful in assisting [my agency] work toward that goal

- Cohort Member

Another desired MEV is the emergence and propagation of shared leadership models, which strengthen organizations by expanding opportunities and the responsibility within organizations to cultivate shared values, expand relationships, mobilize resources, and share accountability for outcomes. MEV was seeking to support organizations to take on shared leadership, but also seeking to support shared leadership within the MEV Program itself. Faculty members generally viewed this MEV’s impact on this outcome very positively.

Sample Cohort Feedback

Evidence for lower ratings	Evidence for higher ratings	Faculty feedback
<p>27% of cohort members said that MEV had “some impact” on their use of collaborative, shared leadership models.</p> <ul style="list-style-type: none"> A few cohort members remained skeptical of shared leadership, explaining that in practice it is inefficient and highly resource intensive. “I don’t know anyone who really does that...people keep talking about it, but I haven’t really seen it in action. It slows things down when you have shared leadership, and it requires you to be intentional about developing leadership, and that part of the movement 	<p>73% of cohort members said that MEV had a high impact on their use of shared leadership models.</p> <ul style="list-style-type: none"> Building Beloved Community contributed a sense of shared leadership within the cohort. “The program did tangibly give us is this concept of ‘beloved community’ and how to create networks connecting like to each other’s humanity versus just based on role or position. The way that our cohort interpreted that was to make those connections towards humanity and our overall larger 	<p>With an average rating of 3.60, this was the second highest rated outcome for faculty.</p> <ul style="list-style-type: none"> One faculty member said the strong relationships in the cohort led to and reinforced a collective identity that will likely transcend the program: “I see them moving forward with that kind of identity, like ‘we are alums of the Movement to End Violence program. We are now taking the baton and doing work that moves it forward as alums.’ They seem to have taken on an identity for themselves that

hasn't been funded.”

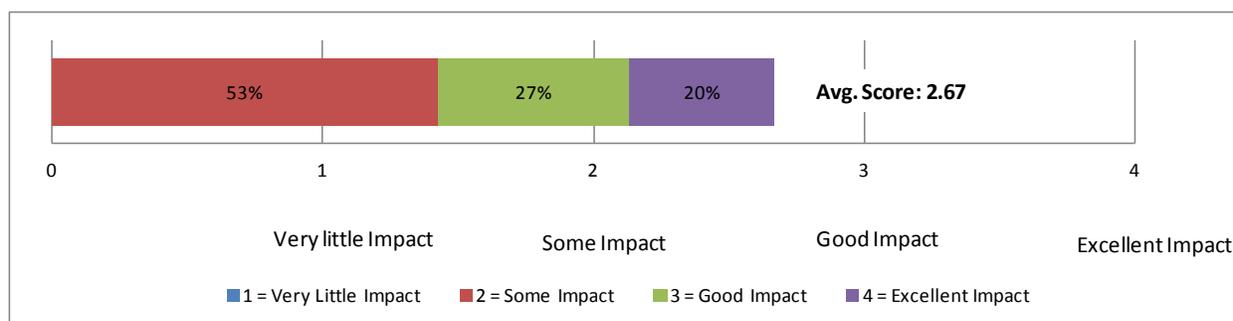
vision, and it helped us to step out of kind of what might be a natural tendency to protect our own or assert our own positions and organizations.”

- **Many cited Cohort 1’s collective efforts on the Collaborative Fund opportunity as a good example of shared leadership within the cohort.** *“A recent example is the way that we chose to use our Collaborative Fund opportunity....We decided as a whole cohort that if we really to make the most of our experience, than we should figure out what does that work plan look like for our cohort as a whole to work collaboratively.*
- **MEV is promoting shared leadership within organizations and the field.** *“I’m seeing more collaboration and shared leadership in the movement...I want to see us move away from a traditional hierarchal model. And MEV has been very helpful in this respect. I can reference MEV in my goal of trying to bring about a more collaborative shared leadership model here.”*
- **MEV is encouraging mainstream organizations to step back and make room for organizations more at the margins.** *“I guess the impact on me is really because we are a mainstream and a well-resourced organization, I feel like it’s our job to step back and play a supporting role and actually expend some of our resources rather than compete against more marginalized groups and organizations.”*

out lives the duration of their involvement in the program.”

- **Others faculty, though, believed that MEV could still do more to help cohort members sustain their relationships and expand them beyond the individual level:** *“I think there’s still a lot of room for growth in terms of how to sustain those relationships and what movement vehicles look like, so making good choices for how to sustain collaborative leadership, again not just as individuals but individuals leveraging organizations and other bodies.”*

Adoption of Best Models to Advance Organizational Mission



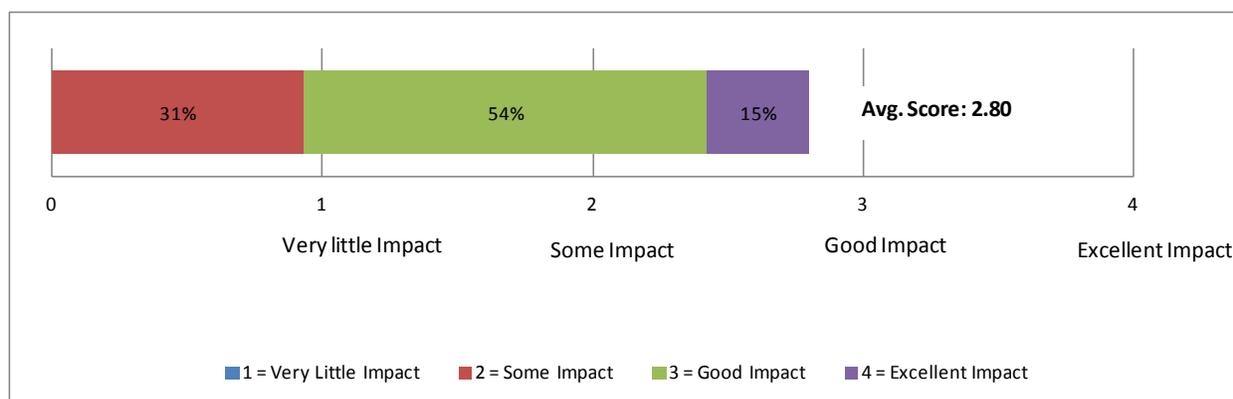
In general, cohort members did not provide too much commentary around this outcome, in part because most participants are still in the middle of their OD projects. A few cohort members had used MEV as a launch pad to make significant organizational shifts that would advance their mission, but others were too busy and overwhelmed to share what they were learning from MEV with their organizational teams.

Sample Cohort Feedback

Evidence for lower ratings	Evidence for higher ratings	Faculty feedback
<p>Just over half (53%) said that MEV had “some impact” on this outcome.</p> <ul style="list-style-type: none"> • The models in MEV thus far were more conceptual than practical tools: <i>“We’re not quite there. In terms of MEV model impacting movements, it’s almost more concepts.”</i> • Resource limitations inhibit the adoption of models. <i>“This comes down to a resource problem. We don’t have the capacity for that...I think there were a lot of good ideas kicked around out there, but at the end of the day, I still have a lot of money to raise just to keep the balls in the air that I have.”</i> 	<p>Just under half (47%) of cohort members said that MEV had a high impact in terms of adopting the best models to advance their organizational missions.</p> <ul style="list-style-type: none"> • MEV was creating the space for conversations and, in the process, “relighting the fire”: <i>“Because of the events we’ve had, speaking engagements, we’ve allowed people to think about... where are the disconnects are with the vision in our work. I don’t know if they’ve been able to actually move on it, but at least we’ve built awareness around it...People are starting to think about mission, vision and values and analyze where they’re at in terms of their organizations.”</i> • Consultants have helped to connect at least one organizations with new partners. <i>“We would have never been able to approach the Raben Group and what they could offer us if we had</i> 	<p>75% of faculty members said that MEV had a “good” impact in terms of helping cohort member’s organizations adopt the best models to advance their organizational missions.</p> <ul style="list-style-type: none"> • The adoption of organizational tools and models generally occurred organically for cohort members: <i>“Almost all of them did it on a fairly informal level...They had the organizational development plans which were targeting specific kinds of things, but where most of them spoke to advances is just when something rang true to them in a particular convening and they just went back and started to talk it up and get people on board on it. In that regard, they were showing their organizational leadership and their ability to take learnings and transfer them.”</i>

not had that organization capacity grant.... [Their help] really did allow us to increase our visibility, our credibility, our relationships across the country. There was support given to our marketing and strategic communications director to really help us think through messaging.”

Bench of Organizations Committed to Next Generation Leadership



The goal of building a bench of organizations committed to next generation leadership is a *long-term* outcome of the MEV program, designed to help strengthen the long-term sustainability of the movement as well as increase the infusion of new ideas. Although the average outcome measure for this outcome was above average, there was disagreement among cohort members about the degree to which MEV is engaging and supporting young leaders.

Sample Cohort Feedback

Evidence for lower ratings	Evidence for higher ratings	Faculty feedback
<p>31% of cohort members said that MEV had “some impact” on this outcome.</p> <ul style="list-style-type: none"> • MEV is still at the beginning stages of engaging diverse leaders. <i>“MEV’s on the right track. You know the first cohort, they are going to make a bigger impact in the future, but right now it’s you know minimal. It is still building.”</i> • Young women need a lot more support and outreach than MEV has been able to provide or mobilize. <i>“There are young women out there,</i> 	<p>69% of cohort members said that MEV had a “strong impact” on this outcome.</p> <ul style="list-style-type: none"> • MEV has supported this outcome through its recruitment of diverse cohort members. <i>“MEV’s approach is so different than the field’s, which is one of the things that was so rewarding. It’s very much our approach... There is shared leadership, there is diverse leadership of age, race, and gender. It was very intentional.</i> • The young leaders in the 	<p>With an average score of 2.20 (third lowest of all outcomes), faculty members generally acknowledged that this outcome was still a work in progress.</p> <ul style="list-style-type: none"> • Organizations in MEV and the field still struggle with developing new leadership: <i>“I feel like this is one thing that has certainly been squarely addressed, especially in kind of the OD assessment work with specific organizations.... I think there’s still a challenge of organizations to have that really strong bench and really</i>

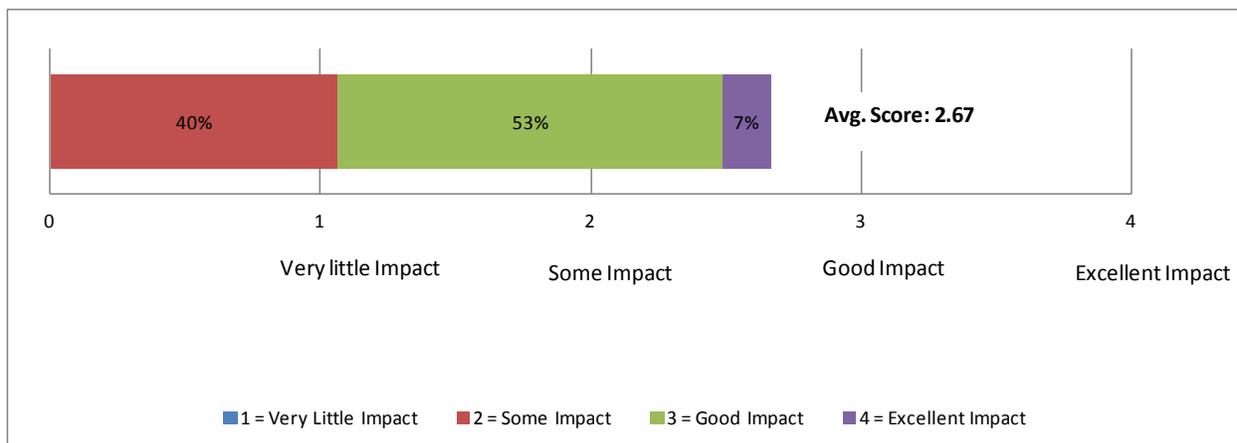
that are incredible young women who I think have these amazing, really innovative ways of thinking about what it means to develop leadership, what it means to be leaders as young women, what the next phase needs to be. I just felt like without them, we are really missing the next generation of leaders, but they need us. They need us to be there to give them the kind of support – a certain level of support. A lot of them are currently working with minimal budget, minimal income.”

cohort contributed a lot to the group and helped to illustrate for some older leaders how crucial it is to nurture and support young leaders in the movement.
“The younger women in the room really taught me a lot about how they frame things, how they think of things. I brought some of that thinking into my OD project, part of which is building our leadership internally, building the capacity of some of my front-line staff and my directors to really be in a position that they can be in a stronger leadership role...It’s also been helpful for all of us just to be in the room with some of those young rock stars.”

have the capacity to cultivate leadership very diversely and broadly within an organization.”

- **This outcome was not a central focus in MEV:** *“I don’t think we did much work in respect to successorship either within the organization or in terms of the field itself.”*
- **MEV created strong structures that helped promote the development of the next generation of leaders:** *“I actually think we’ve had a really good impact on that one, and I think about how our OD structure has created these systems where as they were creating leadership teams to deal with those stuff and that different people were sitting at the table who wouldn’t have otherwise. Leiana in particular in terms of her -- the investment that the organization made in her, and that went gangbusters because of MEV. So I see how we set up MEV has actually really been impacting the dynamic within the organizations.”*

Sustainable and Healthy Leadership



We’re working on sustainable, healthy leadership practices. Everyone’s working on that. I feel like it’s been transformative– so excellent and transformative, [but] then it’s a challenge to maintain it....Now that we’re

kind of out of this [MEV] experience without the same kind of resources, people are feeling really pulled back into the day-to-day grind.

—Cohort member

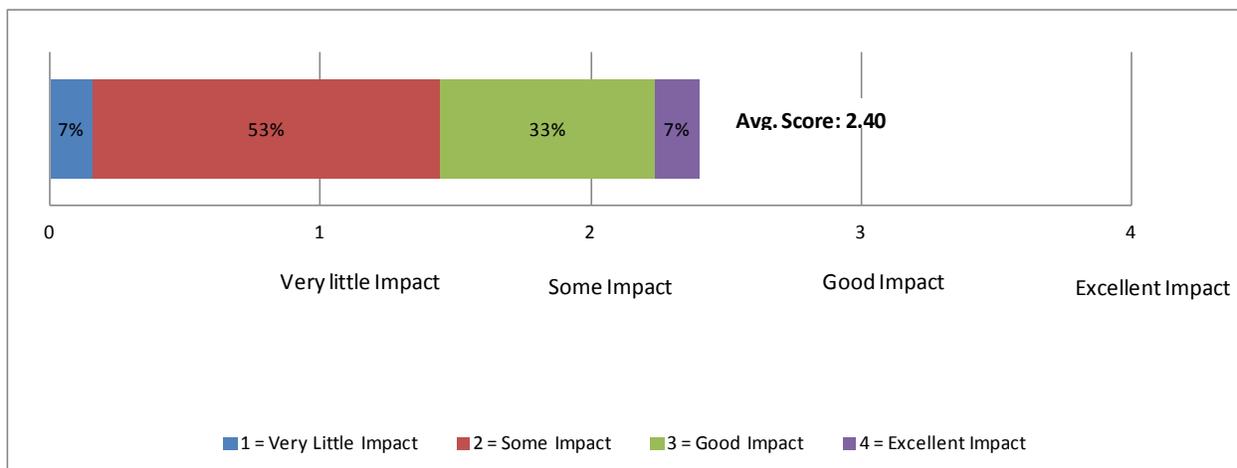
The long-term outcome of healthy and sustainable leadership was a strong overarching theme throughout our interviews, in part because many of the Cohort 1 members are in a place of transition, where they feel somewhat emotionally tapped. Most felt that the focus that MEV placed on self-care was transformational and crucial for them as individuals, and yet they were finding it very challenging to keep up those practices over time. Further, everyone agreed that burnout and exhaustion are common place within the VAWG movement, and that it will take considerably more work to change the self-sacrificing approach that so many movement leaders take to their work.

Sample Cohort Feedback

Evidence for lower ratings	Evidence for higher ratings	Faculty feedback
<p>40% of cohort members said that MEV had “some impact” on helping them lead in healthier and more sustainable ways.</p> <ul style="list-style-type: none"> • The VAWG movement struggles with sustainability in part because of the context of a world in which needs are high but funding is limited. <i>“In terms of MEV, there’s been some impact. We’ve all learned a lot of good lessons, but the structures have not shifted. We’re still stuck in the structures, and as long as we’re in those structures, it’s very difficult to sustain healthier self-care practices. Now having said that, I will say too that I think organizationally, we’ve done a good job of integrating self-care and we’re rolling it into our leadership development work to really help people think about what it is that brings them joy, but [overall] we are stuck in a structural logjam.”</i> 	<p>60% of cohort members said that MEV contributed to healthier and more sustainable leadership for their agencies.</p> <ul style="list-style-type: none"> • Cohort members have made structural shifts in their organizations to support sustainability. <i>“At least from our cohort members, a lot of people change structures within their organization...They're sustaining themselves and actually being the most impactful.”</i> • Cohort members are talking about self-care with their staff. <i>“I've been talking about [self-care] a lot more in our meetings we have and the trainings and the TA we provide.... We've been talking about more under the guise of sustainability, that it's not just resources, right; it's human capital, human resources that you need to sustain, and that needs to happen through thinking about leadership development, but also self-care.”</i> 	<p>80% of faculty members said that MEV had a high impact in terms of helping cohort members understand sustainable leadership for their agencies.</p> <ul style="list-style-type: none"> • All faculty members explained while MEV helped make cohort members more aware of self-care, its impact is limited by the larger problems (e.g., resources) in the field: <i>“There’s been a dramatic kind of increase and awareness around healthy practices and some very real shifts on how cohort members are operating within the organizations in the field, [but] then I feel like there’s still kind of that resource challenge of really implementing it very widely.”</i>

- **Cohort members are talking about self-care with their partners and networks.** *“We just had Norma [Wong] appear with our state coalition membership, so we had like 75 people and Norma did all of her breathing and all of that stuff. On the evaluations, we asked, “What’s the best thing you took away from the training?” The majority of them said that ‘it’s all right to slow down’.*

A Thriving Ecosystem



The last outcome in this goal area is to create a thriving ecosystem of organizations working to end violence. This is clearly a long-term outcome and it received the lowest average outcome score (2.4) of any outcome in this goal area. In general, cohort and faculty agreed that MEV had made progress towards this goal, in part because of the ecosystem of organizations and leaders that were engaged in MEV, but that the progress made through MEV was only the beginning.

Sample Cohort Feedback

Evidence for lower ratings	Evidence for higher ratings	Faculty feedback
<p>60% of cohort members rated MEV as having a low impact on creating and supporting a thriving ecosystem.</p> <ul style="list-style-type: none"> • It is too early in the program to begin discussions of an ecosystem. <i>“We’re moving toward that aspiration in terms of a thriving ecosystem ...but I</i> 	<p>40% of cohort members rated MEV as having a high impact on creating and supporting a thriving ecosystem.</p> <ul style="list-style-type: none"> • MEV created greater clarity on the role of leaders and organizations in the ecosystem. <i>“MEV has really allowed us to look deeper at</i> 	<p>60% of faculty members said that MEV had a high impact in terms of helping cohort members understand sustainable leadership for their agencies.</p> <ul style="list-style-type: none"> • Understanding that creating a thriving eco-system is a long-term outcomes, faculty

think that's just starting."

- **The lack of resources prevents the ecosystem from thriving.** *"I think people are so strapped and competing so hard for resources that it really challenges sustainability of a healthy ecosystem.*

our own work, deeper at how we can fit into the movement, and what we can do to support the movement and get support from each other. So, I think it's helped a lot in that way even to see ourselves as part of the ecosystem.

- **Although not an endpoint, Cohort 1 represents a strong start to the ecosystem.** *"I feel like at the end of the MEV work there was definitely this feeling of like, 'Okay, if you ever felt alone in doing the work, we would never have to feel alone again.' I think that's been really incredible as far as thinking about developing increasing capacities of an organization by putting in an ecosystem of other organizations like that. That has been incredible."*

members felt that MEV was a good start: *"I feel like it's been very dramatic in kind of what we've seen the program do. And, yes, there's still much more work ahead of us, especially in this area. The impact is excellent because what we've done from zero to 100, [which] has been really dramatic and yet we still have to go 100 to 10,000."*

- **Other faculty explained that the different components of MEV gain cohort members a greater understanding of the size and complexity of the ecosystem:** *"I would say some impact. There was exposure with India trip, and it kicked off a conversation around just what new models could look like. And it kicked off a hunger and curiosity around that. It also kicked off throughout the program they what they needed connected to this. So just how to do strategies that linked people together on a bigger scale."*

Recommendations to Further Strengthen Individuals and Organizations

Although still in process, the recommendations in this area are limited, in part because this area was rated the most positively of any goal area, and in part because the OD work that cohort members are engaged in is ongoing.

- **Provide practical tools and resources to facilitate knowledge transfer from cohort members to their organizations and key partners.** A core goal of MEV was to provide coaching for cohort members so that they would have a space to reflect, apply and practice skills learned through the trainings. This support was designed to foster the integration of key MEV concepts back into the organization. Resource restrictions, however, kept this aspect of the MEV implementation plan from being implemented. Cohort feedback suggest that this piece is really integral to supporting the movement because the organizations are vulnerable and it is difficult for cohort members to leverage their MEV learnings to create organizational change.
- **Develop leadership pipelines for young people in the movement.** The long-term outcomes of MEV, including the goals of creating sustainable and next generational leadership, speak to the need for strong youth leaders and for clearer

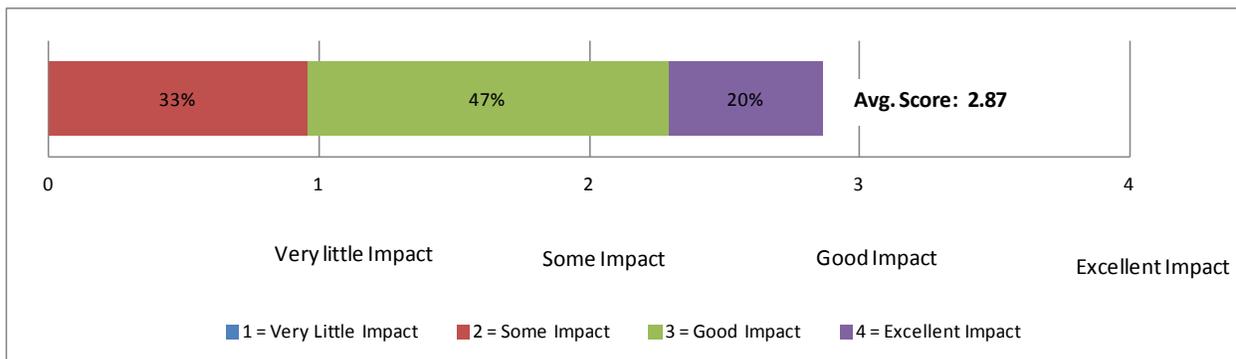
professional pathways for these leaders within the movement. MEV can potentially play a role in clarifying this moving forward.

- **Continue to show what shared leadership looks like in practice.** Several cohort members said that, although shared leadership sounds good, they had not seen it effectively implemented. In future cohorts it may be wise to anticipate skepticism on this point and provide different examples and models for how it looks in practice.

Enhancing 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 VAWG. Overall, cohort members indicated that MEV made “some” impact within this goal area. The focus of Pivot 3, on moving from service provision to a transformational social change mindset, was a key to cohort members’ understanding of how MEV is embracing and pushing forward to social change. Though this framework and philosophy was valuable, there were a lot of details about how to make this shift that were not fully realized during Cohort 1. **Interestingly, this was one of two goal areas where faculty were more critical than cohort members, giving lower average impact scores for each of the three outcomes. Some faculty attributed this to having overestimated the baseline capacity of cohort members to advocate for social change.** With both cohort members and faculty, the impact is perceived as highest when it comes to MEV’s impact on the capacity of leaders and organizations to gauge, target, and shift attitudes and behaviors. It is lowest when it comes to MEV’s impact on the use of cutting edge advocacy tools.

Capacity to Gauge, Target, & Shift Attitudes & Behaviors



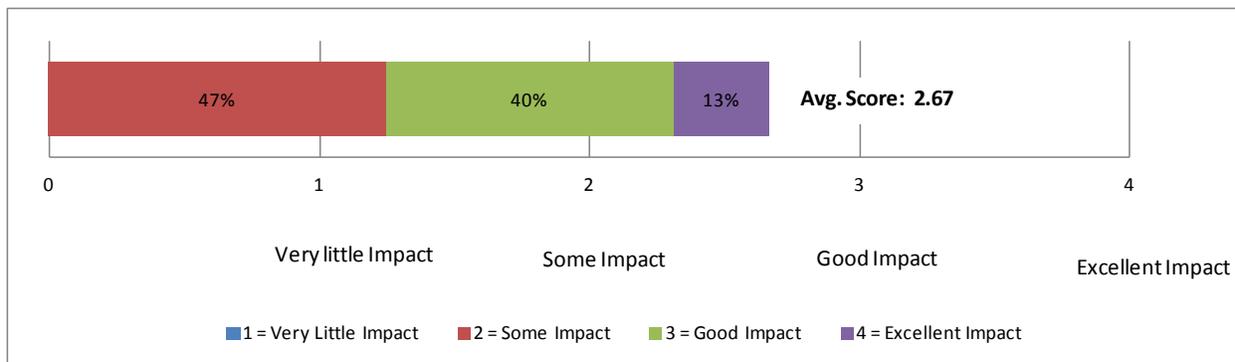
In our baseline report, cohort members interpreted this outcome as measuring the capacity to which their cohort could significantly shift attitudes and behaviors related to gender-based violence. Cohort members tended to rate this capacity as high at baseline because of how impressed they were to be in the company of top innovators and leaders in the movement. As

described in Chapter 2, cohort members continued to be awed by the mix of leaders that MEV brought together, and almost all cohort members cited this as a key accomplishment of the MEV Program. When rating the impact of MEV on this outcome, however, cohort members focused more on the ability of MEV to make tangible shifts in public opinion about VAWG. A third (33%) of the cohort decided that it was simply too early to tell what type of impact MEV had in this area, whereas the rest felt that MEV had helped to support positive growth in this area.

Both cohort and faculty members offered sparse feedback for this outcome. Those who did either felt that it was too early to see shifts in attitude take place or that cohort members have yet to translate the ideas in MEV into any action:

Within the cohort's [ability] to gauge target and shift attitudes, there [has been] some impact. The work with Celinda was very revealing for them on the utility and essentialness of exactly that kind of research, but are they able to translate it into practice? I'm not sure.

Effective Research and Messaging



I think people who have never done research before had a better idea at the end of it all how research can be used and how to use research, and that's a really invaluable lesson to have, especially since we live in this world where people always want you to have numbers and statistics.

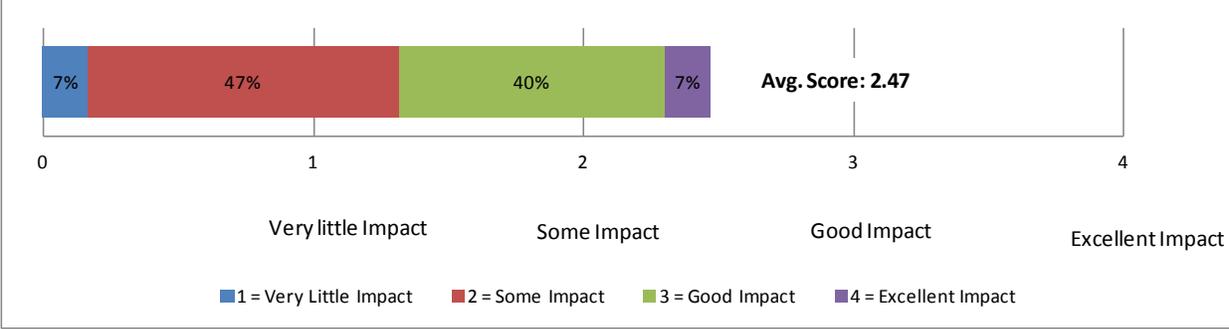
- Cohort Member

As illustrated by the quote above, research is instrumental to making the case for and telling the story of social change. In C4, MEV provided some focused support around building cohort member's understanding the role of research and marketing in social movements. There was broad variation in how cohort members' perceptions of the impact of this support, in part because cohort members varied so significantly in their base of experience and understanding in this area.

Sample Cohort Feedback

Evidence for lower ratings	Evidence for higher ratings	Faculty feedback
<p>47% of cohort members reported that MEV had “some impact” on their ability to develop effective research and message.</p> <ul style="list-style-type: none"> • Although appreciative of the research, participants were unsure about how to translate it into action. <i>“Having the focus group outcomes I found extremely helpful too in terms how we talk about the work., but I still am not quite sure how to use Celinda’s work. I mean I have been using it to some extent, but I haven’t had the time to kind of roll it into some of my presentations, for example.”</i> • Greater involvement of cohort members in the research process would create greater impact: <i>“I think that it would’ve been more impactful if the cohort had been involved in really developing the research questions, the design, its goals and its outcomes. I think that to a certain extent, people felt like they were more there as observers, and that there were pieces that we sort of participated in, but it was more just an exercise and not necessarily something that we could really be invested in.”</i> 	<p>53% of cohort members reported that MEV had a high impact on their ability to develop effective research and message.</p> <ul style="list-style-type: none"> • MEV created a unique space for cohort members to think about messaging, research, and its relationship to the movement. <i>“That’s probably one of the first spaces that I had to have access to that type of resource to really think it through...In creating a space to have ability to reflect on it, to kind of see how it’s done on a bigger scale, all of that was important for me to see and the cohort to see.”</i> 	<p>40% of faculty members reported that MEV had a high impact on cohort members’ ability to develop effective research and message.</p> <ul style="list-style-type: none"> • Faculty members briefly mentioned that the research conducted by Celinda was “a very, very, very important tool that now exists.” • MEV has recently made shifts in the program design to better align the research with the work of the cohort: <i>“I had hoped that the research would be a little bit more impactful, that we ended up shifting the design this time around for Cohort 2 so it was connected to the current work of the cohort and filling the gap in existing research.”</i>

Knowledge of and Capacity to use Fundamental and Cutting Edge Advocacy, Organizing, and Campaign Tools and Strategies



Cohort 1 was fairly evenly divided on the impact of MEV on their knowledge and capacity to use fundamental and cutting edge advocacy tools. As was true of the outcome on research and messaging, the variations across the cohort are due in part to the differences in baseline understanding of and comfort using these tools to begin with. For some cohort members the information covered by MEV was new, while for others it very familiar and not particularly groundbreaking. **The faculty were significantly more critical of MEV’s impact in this area than were cohort members** (2.0 versus 2.47), indicating that they felt that MEV was not really successful at the skill-building piece and that the general content of the sessions were not really “cutting edge” as much as they were general overviews of approaches and ideas.

Sample Cohort Feedback

Evidence for lower ratings	Evidence for higher ratings	Faculty feedback
<p>54% of cohort members said MEV had a low impact in terms of helping them develop the knowledge of and capacity to use new innovative tools and strategies.</p> <ul style="list-style-type: none"> Some organizations were already aware of and employing many of the approaches MEV discussed: <i>“I didn’t feel like that anything that we did was particularly new for me, like the work we did with Spitfire... because [my organization] does local research all the time to determine messages. We’ve never done national polling, but we do local research every year.”</i> On the other end of the spectrum, some 	<p>47% of cohort members reported that MEV had a high impact, helping them develop the knowledge of and capacity to use new cutting edge tools and strategies.</p> <ul style="list-style-type: none"> The pivots were particularly valuable for helping the cohort rethink their work in the movement. <i>“The pivots, the pivots that we developed together, that we co-created, were really transformational for me in terms of how I’m able to think about the work and talk about the work outside of my own organization.”</i> MEV’s trainings helped re-introduce and reemphasize the power of grassroots movements: <i>“The notion that we should get back to</i> 	<p>With an average score of 2.0, this was the second lowest rated outcome in MEV.</p> <ul style="list-style-type: none"> At least three faculty member explained that because of cohort members’ lack of readiness to absorb and employ new cutting edge tools, MEV had to scale back the complexity of the tools significantly: <i>“I think this is the component of the program that was, I think, the most challenging. I think all of us as faculty and designers of the program walked in with an assumption that the cohort would be ready to consume, absorb and kind of put back out in the world more advanced training and I think we were at a much, much,</i>

organizations lacked the resources to begin using the advocacy approaches that were presented: “That was incredible work. That, the knowledge of it, I would do an excellent impact. The capacity to use it is I think still not there. ...it was a resource issue and a positioning issue of how we’re organized and how we’re prioritizing things within organizations and the resources to take advantage of it.

- **At least two cohort members did not understand the linkages between the tools and the future of the movement:** “I didn’t feel quite satisfied with the social change tools that we were given and the match that they had for where we were going as a cohort. So maybe that’s why I put “some impact.””

grassroots mobilization and that the person power really exists at the grassroots [was particularly impactful]. In my sector...power has organizational feet. It doesn’t have from the ground up feet. So it’s the loudest and the most articulate voices that prevail. The impact [of MEV is to raise the question] ‘why don’t we try to develop a stronger aggregate voice from the grassroots?’”

- **OD support on new social media tools has helped increase the online presence of one cohort agency.** “The OD support has allowed us to build...a more engaging website. We would have never had the opportunity to do that if we hadn’t [received that support]. That was all due to organizational development and communication grant. So it’s changed the life of the organization.”

much more fundamental level. So there was a little bit of a miss in how we then designed that aspect of the program.”

- **On the other hand, another faculty member explained that this portion of MEV was “mis-designed,” saying that cohort members did not join MEV for concrete skills building:** “I think we mis-designed the whole section around skill building. I don’t think they [cohort members] signed up for that...If you ask them whether or not they applied for this program in order to get that, I don’t think you’re gonna get very many yeses. So they essentially endured this part.”

Recommendations for Enhancing the Movement’s Capacity to Advocate for Social Change

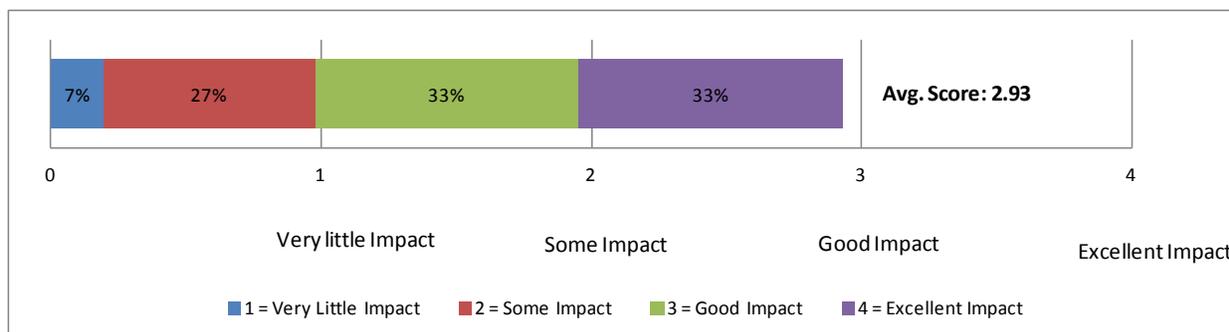
This goal area received among the lowest ratings among cohort members and by far the lowest rating of impact from the MEV faculty. In general, cohort members were not able to draw on the tools and resources to the degree that faculty wanted them to, and there was uneven capacity across the cohort to engage in advocacy. The following are recommendations for strengthening the impact of MEV on this goal area moving forward.

- **Engage strong activists in the cohort and draw on their skills and experience to enhance to the research and advocacy capacity of the whole group.** The variation in capacity across the cohort led to some frustration, particularly when the content was perceived as either too basic or not “cutting edge” enough. Drawing on the expertise of cohort members to mobilize the group may be one strategy to address this.
- **Provide practical skill-building opportunities and tools.** Cohort members struggled again to take the somewhat abstract information in the training and apply it to their work. It is important that cohort members gain access to tools and strategies that they can quickly start applying to the work within their organizations and with partners, otherwise shifts in understanding do not translate into shifts in practice.

Building Critical Mass within the Movement and with Other Movements

A key goal of MEV is to catalyze the leadership, vision, and strategies that will become the leading edge, embraced by a critical mass of the movement by fostering relationships and connections to allies doing innovative work to end VAWG outside the U.S., and encouraging a more intersectional approach to the work and fostering cross-movement collaboration.

The Issue of VAWG is Framed in a [more] Holistic, Intersectional Way



Cohort members rated this outcome has the fourth highest of all the MEV impacts, while 100 percent of faculty felt that MEV had a strong impact in this area. MEV clearly had a strong focus on promoting an intersectional analysis from the onset, as represented by the diversity of Cohort 1. The variation across respondents related in part to the degree to which cohort members focused on the movement as a whole, compared to those immediately engaged in the cohort. The issue of intersectional framing was raised repeatedly by cohort members when discussing a variety of previously discussed outcomes, such as the development of a unified vision and shared critical analysis. In fact, intersectional analysis was perceived by many as the core critical frame that MEV hopes to bring to the broader movement, as represented by Pivot 2.

Sample Cohort Feedback

Evidence for lower ratings	Evidence for higher ratings	Faculty feedback
<p>34% of cohort members rated MEV as having “some” or “very little” impact on this outcome.</p> <ul style="list-style-type: none"> The program did not do enough to make an intersectional approach more accessible to wider range of audiences: “MEV has a much better sensibility about [an intersectional approach], but again, you have to be in the inner circle of MEV to really have the time to think about that and talk to 	<p>66% of cohort members rated MEV as having a high impact on this outcome area.</p> <ul style="list-style-type: none"> MEV has helped create a strong foundation for a more intersectional analysis in the movement. “The members of Cohort 1 really get it. They’re really moved to embrace that. There’s still some pieces that needs to have further dialogue on what that means, but the basis and the foundation is there.” Others explained that MEV 	<p>100% of faculty members rated MEV as having a high impact on this outcome area.</p> <ul style="list-style-type: none"> Faculty members pointed to cohort members who seemed like “outliers” (e.g., Priscilla) as examples of MEV encouraging intersectionality: “The example that comes to mind is really Priscilla’s participation. Everyone probably, including Priscilla, had some confusion as to why she was there...I mean, that’s just one example,

others and have the exposure to other people.”

- **MEV has not done enough to simplify the approach for marginalized communities:** “We’re very heady and we’re very academic, and I think it’s fragmented. I think it creates a classist way of addressing the work, it devalues the most marginalized, and that our framework and way of intersecting our language, and intersecting the causes needs to really be simplified. And I don’t know that MEV had a big impact on that.”

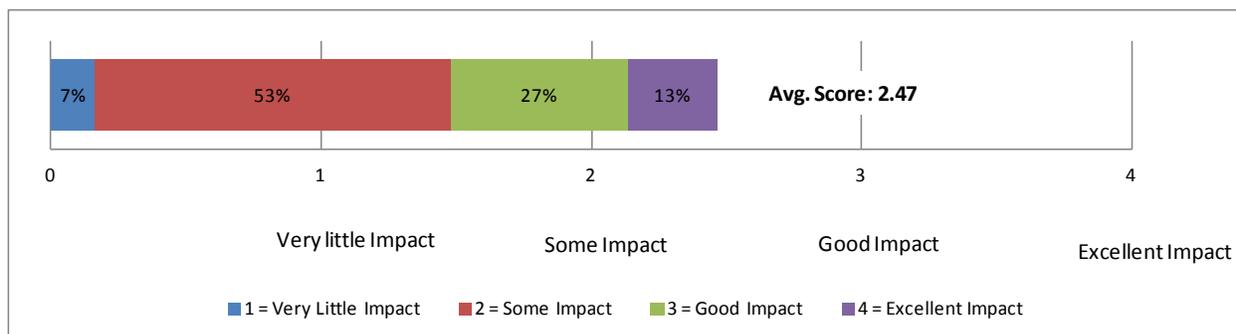
has the potential to help change the perception of VAWG movement and connect it to other sectors:”

“I think the seeds were planted to think about it, you know our relationship building with folks like Priscilla and who’s in the second cohort. I think that’s going to go along way with starting new relationships and strengthening the sort of collaboration beyond stereotypical anti-violent women’s groups.”

but it’s the most stark one of this is how we actually have an intersectional approach to ending violence. Her presence, her brain, and her work alone had a huge impact on how we think about this overall issue and how we connect it to overlapping and yet otherwise separate social issues.”

- **The holistic frameworks introduced in MEV are evidence of greater intersectionality:** “The research with the human rights frame and then validating frames in a more holistic and intersectional way; we’ve definitely had a good if not excellent impact in terms of the vision. The whole last girl and understanding of the problem, I might even say excellent.”
- **Cohort members more actively sought to remove fragmentation and promote more holistic analysis of VAWG issues:** “A more holistic intersectional way begins with removing fragmentation that exists within the field itself. ...The person who would probably push that the most is Corinne. I remember a conversation at Rothwood when she started to bring in environmental issues and I remember Neil saying, ‘What does this have to do with violence against women and girls?’ And Corinne’s response was, ‘[it’s violence against] Mother Earth.’”

Connection and Engagement with Allies outside of the U.S. and Usage of a Global Frame



The effort to end VAWG is a worldwide effort, particularly given transnational issues such as human trafficking. Further, the movement of immigrants and refugees across borders means that no effort to eliminate VAWG in the US can afford to be ignorant about the issues facing women worldwide or to be disconnected from the international VAWG movement. **Despite what cohort members described as a very successful trip to India, this impact of MEV on this outcome was rated relatively low (2.47) compared to other outcomes, because cohort members were not sure how to translate their experience in India into ongoing connection and engagement with allies outside the U.S.** Though faculty thought that the impact of MEV on this outcome was considerably higher (2.8), at least one agreed that the trip was more of an “influence” than active “engagement,” attributing this in part to “the habit of Americans to not think about things in a global frame.”

Sample Cohort Feedback

Evidence for lower ratings	Evidence for higher ratings	Faculty feedback
<p>60% of cohort members said that MEV had “very little” or “some” impact on this outcome.</p> <ul style="list-style-type: none"> Many cohort members were unable to sustain their new international relationships (i.e. from India): <i>“It had a profound impact on the people in the program...but...I’m not sure how much of that was sustained with the allies in India...”</i> Greater global impact will require engagement of more than one country: <i>“If we’re speaking beyond India...I’m not sure if there was any engagement with other folks.”</i> 	<p>40% of cohort members said that MEV had “good” or “excellent” impact on this outcome.</p> <ul style="list-style-type: none"> Cohort members pointed to the trip to India as an example of MEV’s promoting greater global engagement: <i>“For MEV, India solidified a lot for most of us. For me, it was a country I’d never visited before and it was an incredibly powerful learning experience.”</i> The trip helped create a strong foundation for further global engagement: <i>“We’re really trying to figure out how that looks and how we’ll be able to scale that up or</i> 	<p>80% of faculty members said that MEV had high impact on this outcome.</p> <ul style="list-style-type: none"> All of the faculty commented that India had an important impact on cohort members in terms of thinking globally about VAWG. “I really think the India trip was phenomenal on many levels,” explained one faculty member. Another faculty member, however, explained that simply going India did not necessarily imply engagement: “Cohort members were greatly influenced by that but that isn’t the same as connected and engagement.”

And [that is] not [meant] to devalue or underplay the power of connecting with folks in India.”

- **MEV should support stronger linkages between participant’s existing international relationships and MEV’s global work:** *“I would have liked to see is something about figuring out our own connections and having the opportunity to build on that for international work. For example, actually some of our steering committee members do transnational work, and particularly even in India some of our constituents and steering committee members do work there. So with the opportunity of the India travel, I wanted to advocate for us to...amplify our experience by bringing my experience and also my representation of people from the Indian diaspora, but there was not space for that or ability to do that.*

replicate that for other people and what’s the best design and we’re doing that in partnership with the group. We couldn’t have done that if we hadn’t met them and spent that time with them and that kind of relationship. That, to me, is back to the whole beloved community or the different shared leadership and all of the things that we talk about.”

- **For some participants, the trip to India help transform global violence from an abstract concept to a concrete reality:** *“The trip to India was very helpful [for helping the cohort members] see things from a more global perspective, and what it looks like in other parts of the world to be working on issues of violence against women and girls...Without that international trip, we would probably “studied” a little bit, but the personal experience of being in India really bridged a potential for us looking at it in a more holistic way.”*

- **To address this issue moving forward, faculty members are trying to increase the level of reciprocity that occurs on the trip:** *“What we learned from the cohort experience is I think Cohort 2 would really set up the India trip to be much more of a learning exchange so that the impact is much more about connection and engagement between the U.S. and overseas rather than a one-way direction of the cohort is here to learn and serve and take it back.”*

Recommendations for Building Critical Mass within the Movement and Other Movements

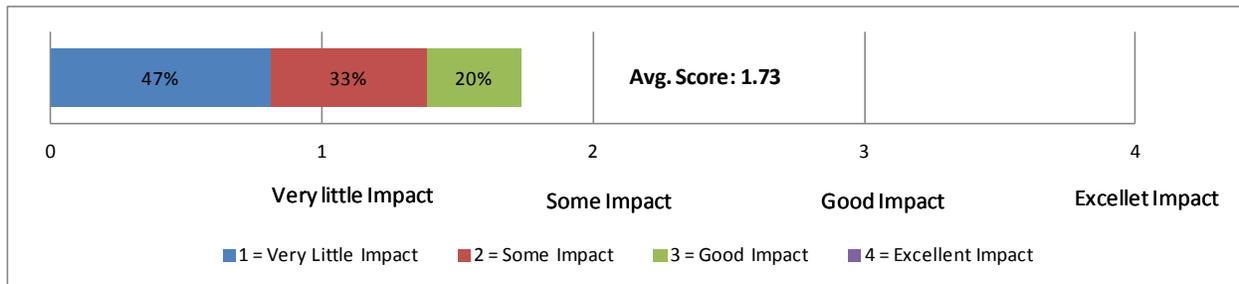
Generally, most respondents felt that the intersectional analysis is a strong lens and framework for MEV moving forward, but that MEV is at the very beginning stages of reaching out to other movements and communicating about how their work connects to VAWG. Further, little to no progress has been made by MEV at fostering joint strategic campaigns with other domestic or international movements to end VAWG. The following are key recommendations to enhance MEV’s impact on this outcome area moving forward.

- **Build on cohort members existing networks, both domestic and international.** As movement leaders, some of which have powerful roles in related fields, cohort members and faculty bring to MEV a very strong network of relationships and connections. One starting point for building critical mass within the movement is to map out these various relationships to identify areas of potential synergy and joint work. This may be a particularly compelling way to engage cohort members who are more at the margins of the movement but are more central to other movements (e.g. movement for criminal justice reform). (See Chapter 4.)

- **Develop a communication campaign that reach diverse stakeholders and other movements.** Several cohort members felt that MEV has remained abstract in its thinking about social movements and intersectional analysis, in a way that makes it difficult for them to communicate about the work with their organizations, partners, or to marginalized communities. A clear next step for MEV and for Cohort 2 as the program seeks to build critical mass is to figure out how to communicate clearly and succinctly about the pivots.

Engagement of Other Funders

Funder Engagement Strategy Developed and Implemented



This has been really frustrating and hard for me because I've been trying [on this front], and it's an issue of survival. We have a huge opportunity, a huge platform because of NoVo and the Buffett name. Time is ticking. I have had to spend weekends writing \$5,000 grants to Target to just keep my organization alive. We're trying to keep this really important approach alive until the movement can catch up. It is so hard that more isn't happening in this area.

— Cohort Member

Recognizing that the resource mobilization is a critical component of building and sustaining the movement, cohort members alike experience a great sense of urgency to see further progress on this outcome. Given the struggle for survival experienced by many organizations in the movement, it was not surprising that six cohort members expressed disappointment that there was not further progress on this outcome during the first two years of MEV. **As the lowest rated goal and outcome, both the cohort and faculty noted the lack of progress on the funder engagement strategy.** In particular, they noted the lack of a well-articulated strategy and untapped potential within the NoVo Foundation and within the larger philanthropic arena. Amongst those who gave favorable impact ratings, the feedback point to Novo's the flexibility and willingness to be close partners in this work.

Sample Cohort Feedback

Evidence for lower ratings	Evidence for higher ratings	Faculty feedback
<p>80% of the cohort participants respondents gave MEV a low rating (i.e., “very little Impact” or “some impact”) for this outcome. Describing this work is still nascent, the cohort point to the many untapped potential.</p> <ul style="list-style-type: none"> • Untapped funding avenues. Three cohort members spoke of the need to tap into diverse private and public funding streams. <i>“We keep going to the same funders. We need more, and we don’t. The corporate philanthropy angle is really untapped.”</i> [Leiana] • Limited progress towards leveraging the Buffett name and NoVo clout. Two cohort members specifically cited the importance of leveraging the powerful Buffett name to gain traction and activate others: <i>I don’t see Jennifer using her power and influence to convene other funders and foundations and doing the education piece and getting out there and telling her people her story about why she chose this and why she’s doing this work and showing the impact that her investment is making in a way that brings other people to the table.</i> [Leiana] • Limited funding for movement building. <i>There’s still a lot of direct service funding that is tightly-focused. I don’t see a lot of funding directed towards a holistic approaches to stop violence against women and girls.</i> [Suzanne] • Limited capacity among NoVo staff to engage in this strategy. A number of cohort and faculty observed that this strategy is stalled because of limited staff capacity. <i>One of</i> 	<p>20% of the cohort participants gave MEV a higher impact rating (i.e., “good” impact). Those who rated this outcome positively tend to speak of their direct relationship with Novo as a funder, praising Novo’s flexibility and willingness to listen and partner with the cohort.</p> <ul style="list-style-type: none"> • <i>MEV with NOVO I’ve been around enough foundation people to know that Pamela, Puja, Jennifer, and Peter... are a different kind of funder. Their ability to ask really hard questions to vet really seriously those that they invested and worked with, but continue to invest in them and challenge themselves in their own growth and thinking to see themselves as thought partners and not just representatives. That’s a really unique.</i> [Neil] • <i>MEV and NoVo are great at getting the language, the intersectionality, they really support and listen to communities and where they’re coming from and what they’re going to use that money for.</i> [Corrine] 	<p>100% of the faculty gave MEV a low rating (60% “very little” and 40% “some” impact).</p> <ul style="list-style-type: none"> • One faculty sums up progress and impact to date: <i>“What we’ve done so far was just make a list of the targets that NoVo could approach. I think they have had lunches and whatnot with those targets. They invited a handful to C6, but we really haven’t seen any outcomes. There’s been no shifts as a result of that, and it’s not been vigorous as it could be.”</i>

NoVo's values is to keep their staff lean and small, and they're putting money out into the field, which I really appreciate. [However] if they don't have the capacity on their team to do this, then [they need to get help...] because people are too busy.

Recommendations to Further the Funder Engagement Strategy

Undaunted, cohort members had many suggestions and ideas to fully launch this strategy with increased investment of NoVo's staff and Peter and Jennifer Buffets' time and leadership. Following are specific recommendations:

- **Determine who are NoVo's allies and develop a campaign to engage them and leverage Novo's investments.** Cohort members suggest starting with finding funder allies and determine the mechanism to engage them. Specific steps include:
 - **Set up a matching fund challenge**, so that funders could leverage other funders to help them think through how to help other funders pick this issue up.
 - **Segment audience to clearly set up targets and objectives.** The various groups might include: (1) foundations that already support women and girls (women's funds, (2) funders who are working on related topics, (e.g., youth violence); (3) funders working on cross-movement issues; (4) large foundation (getting this work into their strategic plan), and (5) private individual donors
 - **Partner with public figures to convene local private funders and individual donors.**
- **Engage cohort members and grantees to play a partnership role with NoVo.** Cohort members expressed a great willingness to play a partnership role, by connecting Novo staff to their local funders, however, the foundation staff needs to own this, develop a strategic plan with specific timelines, targets, and benchmarks to show success.

Conclusion

In summary, cohort members collectively reported that MEV had “good” impact on strengthening individuals and organizations in the movement, with “some” to “good” impact on three of the other goal areas. This is a striking contrast to the relatively weak overall ratings of

the movement's strengths along these very outcomes. The overall reason for the higher ratings of impact in strengthening individuals and organizations stem from the fact that the cohort could see visible evidence of impact on themselves, their organizations, and their cohort. Their ratings in other goal areas were tempered by their awareness that MEV has much work to do to impact the larger movement.

When the cohort's ratings and feedback are compared to faculty's assessment of MEV's impact, the faculty tend to be more positive than cohort members with the exception of the advocating for social change goal area. As noted earlier, some faculty attributed their lower ratings to having overestimated the baseline capacity and the readiness of cohort members to engage in strategic planning of campaigns to advocate for social change.

Interestingly, although we are only two years into the MEV Program, the cohort could already see progress on longer-term outcomes such as developing a stronger bench of organizations, sustainable, healthy leadership, and thriving ecosystem. These encouraging results speak to the potential for the long-term impact of MEV. Next, we turn to Chapter 4, which further elaborates on the cohort's capacity to build alliances and increase collaborative efforts and examines how Cohort 1 has ignited others to begin to build critical mass in the movement around their vision for social change within the movement to end violence against girls and women.

IV. CONNECTIONS TO MOVEMENT LEADERS AND MOVEMENT BUILDING ACTIVITIES

We're looking for ways to collaborate across the cohort with different kind of clusters of our organizations and then bringing in others outside of our organizations so we can really show kind of some promising practice or best approaches. Ways to really meet the vision or work toward that vision to build movements. And so I think that certainly if we had not been part of MEV, we wouldn't have those opportunities together where we can really hold up the best of what we do and why we do it.

- Cohort 1 Member

One of the overarching goals of MEV is to support unifying and building a critical mass within the movement to end violence against girls and women. By bringing together leaders from diverse fields, MEV seeks to foster and support partnerships that might not otherwise exist as well as strengthen existing collaborations. In this chapter, we present findings on the evolving *network* of MEV participants and their connections to the broader movement¹ over the course of Cohort 1's participation, from May 2011 through April 2013. While networks alone cannot be considered social movements, social movements need networks to catalyze and create change. Networks contribute to social change movements in a range of ways, from building linkages and connections with the broader movement and deepening agreement and alignment on key issues to coordinating efforts and marshalling resources.² By tracking the evolving MEV network, the evaluation shows how MEV contributes to increased connections and collaboration among key players to strengthen the movement to end violence against girls and women.

To document Cohort 1's connections to each other and the movement, we collected information their *informal exchanges* and *formal collaborations* at three points in time: prior to joining MEV,

¹ For this report, we assume that a movement exists in some form.

² Katcher (2010) lists the following six roles of a movement network in social movements: 1) build linkages and connections with a broader movement; 2) deepen agreement on a shared political frame; 3) coordinate efforts, take joint action, and disseminate information about what works; 4) marshal and increase resources and capacity; 5) cultivate new leaders and build their identity as part of the movement; and 6) identify and fill gaps in the movement's capacity to win in (see "[Unstill Waters: The Fluid Role of Networks in Social Movements.](#)" *Nonprofit Quarterly*, pp. 52-59).

at the mid-point of MEV, and after Convening 6, the conclusion of their participation in MEV as a cohort.³ *Informal exchanges* include sharing information on events, campaigns, and program services and trading notes on strategies and best practices while *formal collaborations* include participating in the same coalition or network, presenting at summits and conferences together, or working on advocacy efforts together. To gather baseline data, we administered a networking survey in May 2011 to capture a snapshot of Cohort 1's collaborations with each other and with the broader movement before the beginning of MEV.⁴ At the mid-point of their MEV participation in April 2012, we re-administered the survey to capture interactions and connections among Cohort 1 members only. Finally, in April 2013, we completed a comprehensive follow-up round of data collection, gathering information on *informal exchanges* and *formal collaborations* among Cohort 1, Cohort 2, Convening 6 participants, and key organizations in the movement. For the mid-point and follow-up, we also used in-depth interviews to triangulate the data and gather rich, qualitative examples. Drawing on social network analysis, this chapter presents maps and measures of the growing network over time. The chapter concludes by reflecting on movement building activities that Cohort 1 members have engaged in to date and plan to undertake in the future.

Connections among Cohort 1 Members

Over the course of MEV, Cohort 1 transformed from a loosely connected group of leaders with few connections to a dense and highly interconnected network. While there is room for continued growth and de-centralization of *formal collaborations*, the follow-up network maps show a very strong foundation for continuing collaborative work beyond participation in MEV as a cohort. More than half of the cohort members cited new and strengthened connections with other cohort members as key strategic relationships for moving forward a shared agenda. As one cohort member reflected, “*I have really deep relationships with cohort members, and we're going to move this agenda together.*” Exhibits IV-1 and IV-2 show the evolution of the informal and formal networks over the two-year period, from May 2011 to April 2013.⁵

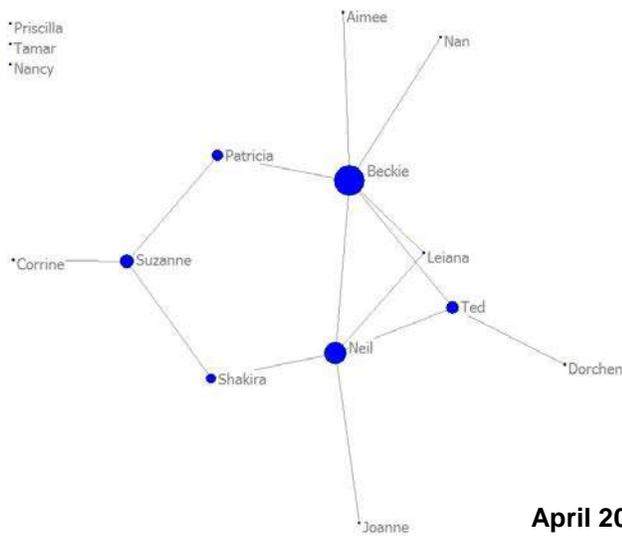
³ While their formal participation in MEV as a cohort has ended, Cohort 1 is in the process of wrapping up their organizational developmental work in 2013.

⁴ The baseline and follow-up networking survey was pre-populated with approximately 100 organizations from The Raben Group's 2009 scan and the Cohort 1's application. To capture the full range of cohort members' networks, all cohort members submitted names of any additional organizations they work with around issues of violence against girls and women.

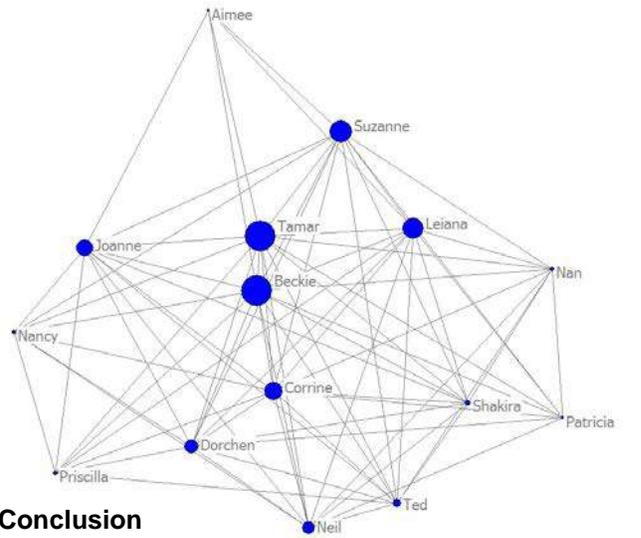
⁵ Each network map shows a single, snap-shot in time, based on surveys and interviews. That is, only *informal exchanges* and *formal collaborations* reported at that point in time were included in the map. This differs from Mid-Point Report, which showed the expansion of the networks by combining data over multiple time points.

Exhibit IV-1: INFORMAL EXCHANGES From Baseline to End of Program

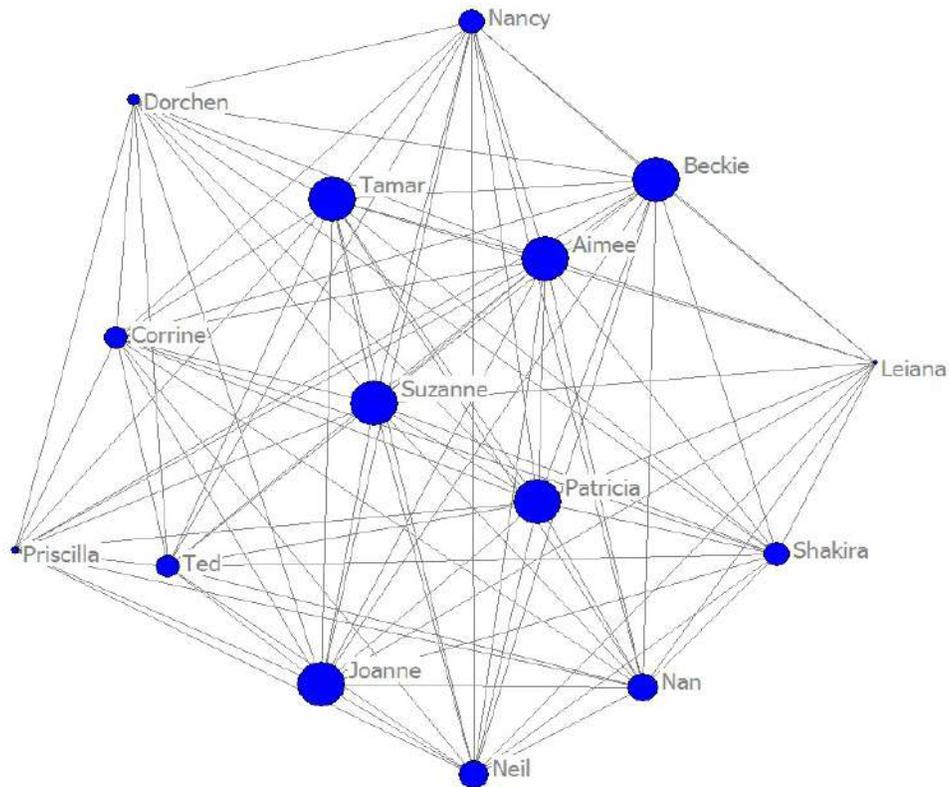
May 2011: Baseline
Beginning of Participation in MEV



April 2012: Mid-Point
Post India after C3*



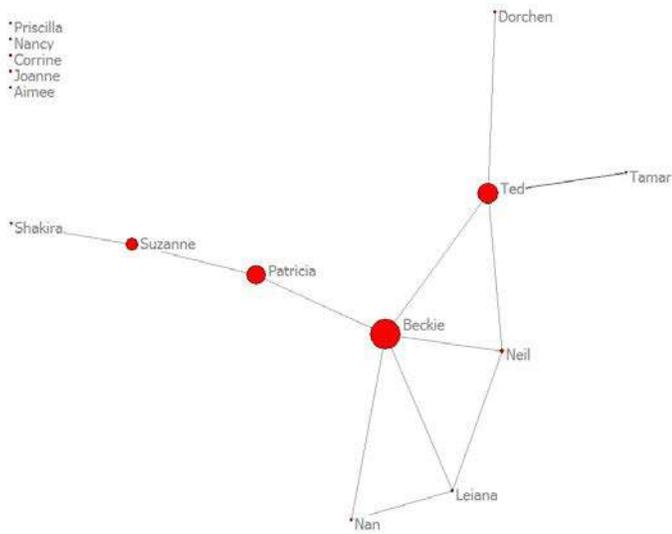
April 2013: Conclusion
After C6



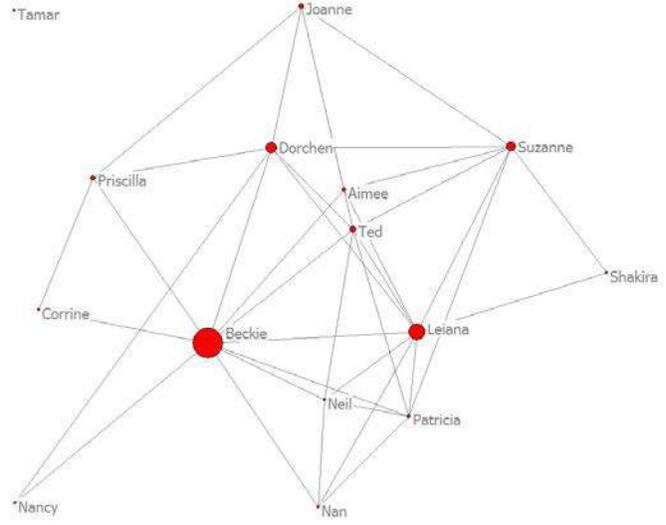
The size of the nodes represents the *betweenness* of each cohort member—the degree to which they lie between and broker connections among otherwise unconnected cohort members.

Exhibit IV-2: FORMAL COLLABORATION From Baseline to End of Program

May 2011: Baseline
Beginning of Participation in MEV

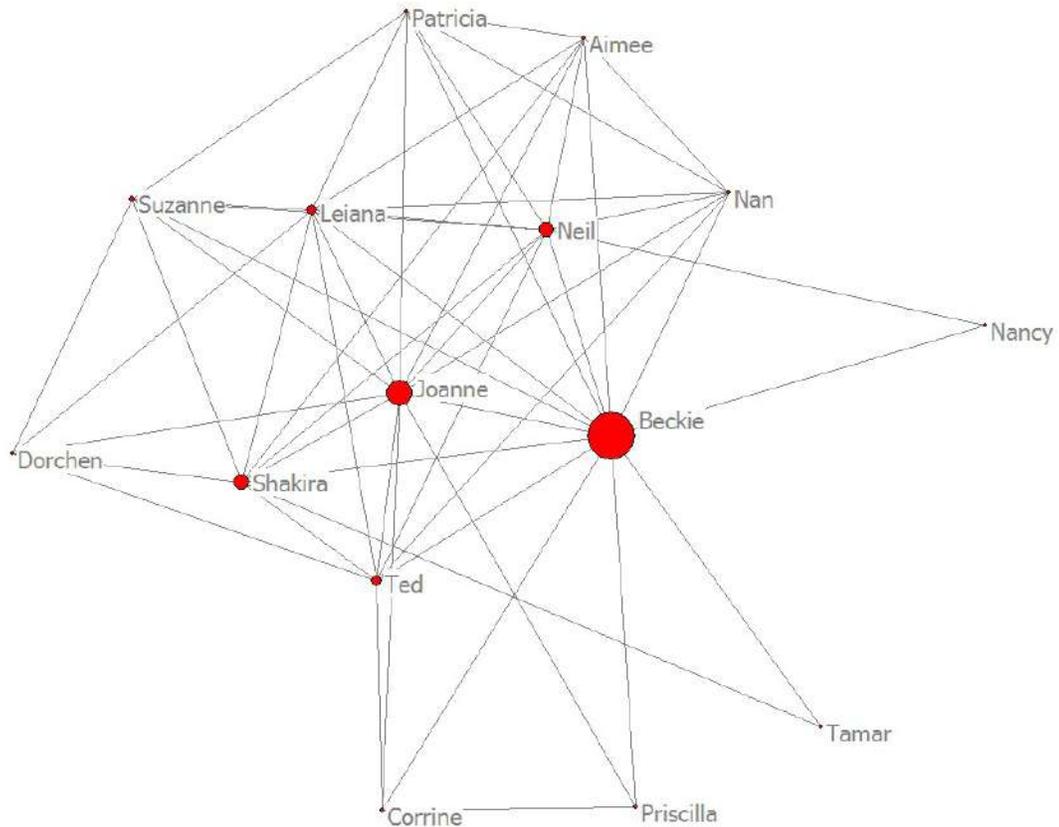


April 2012: Mid-Point
Post India after C3*



*Missing data from Aimee and Priscilla

April 2013: Conclusion
After C6



- **Dramatic increase in connections.** Prior to joining MEV, a number of cohort members had no previous ties or connections with other cohort members (e.g., Priscilla, Tamar, and Nancy in the *informal* network, and Priscilla, Nancy, Corrine, Joanne, and Aimee in the *formal* network). This reflects MEV’s purposeful selection of diverse participants for the pilot cohort, drawing from fields as varied as workers’ rights, criminal justice reform, and immigrant and refugee community support. Following Convening 6, all cohort members were connected to each other, both informal and formally, in multiple ways.
 - **In the *informal* network, connections expanded from 9 percent of all possible connections to 80 percent**, strong evidence of a well-developed “trust network”⁶ among the cohort members (Exhibit IV-1). At the mid-point and conclusion of the program for Cohort 1, examples of *informal exchanges* included traveling together in India, serving as peer coaches, exchanging on a personal basis (e.g., sharing baby pictures), sharing information, articles, and other resources, and touching base regularly. This strong trust network among the cohort members is a key movement building block and can support formal alliances and collaborations moving forward.
 - **In the *formal* network, ties among cohort members increased from 9 percent to 40 percent** (Exhibit IV-2). Over the course of MEV, cohort members have provided each other with training and mentorship, collaborated on training and technical assistance to other organizations, hosted and co-presented at conferences, summits, and roundtables, and collaborated on MEV work (see Exhibit IV-3 for examples). Cohort members are also part of coalitions and groups, including the Healthy Masculinity Action Project, the Office on Violence against Women grants program (as both grantees and TA providers), the National Girls Institute, and the New York state anti-trafficking coalition. A significant finding from our analysis is that many of the cohort members are formally collaborating *outside* of the MEV Program. This is significant given that most of the Cohort 1 members did not know each other prior to joining MEV in 2011. MEV has clearly played an instrumental role in facilitating these formal connections by virtue of bringing these cohort members together. Looking forward, the Cohort Collaborative Fund provides Cohort 1 members with a another opportunity to expand their formal collaborations as alumni. While the time- and resource-intensiveness of formal collaborations means that formal networks never reach the

⁶ See the Movement Strategy Center’s “Movement Building Blocks.” Trust networks can be defined as interpersonal connections, consisting mainly of strong ties within which people set valued, consequential, long-term resources and enterprises. In addition, these networks of people share substantial interests in common and have a high level of trust in one another that permits them to undertake joint activities that are considered to be risk.

same level of interconnectedness as informal networks, the *formal collaboration* network among Cohort 1 members could benefit from strategic growth, described further below.

- **Transformation into stronger, more diversified networks.** Building on trends identified at the mid-point of MEV, the cohort members' networks continued to diversify and strengthen in the second year. As shown in the maps from April 2013, cohort members are connected to each other and through each other in multiple ways. This is particularly true for the *informal exchange* network, in which no single individual dominates the core of the network. In the *formal collaboration* network, while Beckie still occupies a central location and has the largest sized node,⁷ more cohort members are connected to each other without going through her. This seems particularly true for Joanne, Shakira, Leiana, Neil, and Ted who occupy a more central place within the *formal collaboration* network of Cohort 1. The evolving shape of the networks reflect their growing resiliency as they transition from “star” or “wheel” to more circle-like networks.⁸ This shift is critical because it signals that the Cohort 1 network is moving away from over-relying on central figures like Beckie and that other individuals are stepping up and playing key roles. In the future, the *formal collaboration* network could be further strengthened by increasing direct partnerships among cohort members and by supporting formal collaborations that bring individuals on the margins toward the center (e.g., Nancy and Tamar). Here again, the Cohort Collaborative Fund could serve as an opening for Cohort 1 members on the periphery to increase the strength of their connections with other cohort members.
- **Increased mutual recognition of connections.** In both networks, another area of growth was in cohort members mutually acknowledging their connections with each other. For the *informal* network, the percent of agreed upon connections increased from 28 to 74 percent, reflecting the reciprocity of the trust network. In the *formal* network, the increase from 50 to 58 percent was not as marked and leaves room for growth. A possible explanation for the lower reciprocity in the *formal collaboration* network is that cohort members may have different views of what counts as working together in a formal capacity.
- **Positions in the *formal collaboration* network.** In the *formal* network, three cohort members occupy central locations for different reasons. Beckie is central because of the *breadth* of her formal collaborations, including a wide range of technical assistance and training roles (Praxis, OVW, state DV, MEV OD) and active engagement with MEV work (C6 preparation and planning for the Cohort Collaborative Fund). Neil is central because of the *depth* of his collaborations

⁷ In these maps, each node is sized by *betweenness*, which reflects the degree to which an individual lies between others in the network. Greater *betweenness* reflects a position of power in the network. These individuals are key to connecting others, but they can also be a point of weakness for the network if they are over-relied on to facilitate and build connections.

⁸ While star-shaped networks perform simple tasks quickly and accurately like disseminating information, they are not well-suited for more complex tasks like movement-building and coalitional work.

around the Healthy Masculinity Project and his ability to engage other cohort members in his organization’s work. Finally, Joanne is central because of her engagement with other cohort member’s work (roundtable and panel presentations, coalitions, and mentoring). One question looking forward is how to ensure cohort members on the periphery of the *formal* network stay connected and engaged as alumni (e.g., Nancy, Tamar, Priscilla, and Corrine). Special attention needs to be paid to these alumni members who are on the periphery for several reasons. First, MEV has invested much in these leaders’ development so that they can play role in the movement to end violence against girls and women. Second, these leaders represent those from related fields that can help MEV to meet its goal to increase cross-sector and cross-movement collaboration. Maps presented later in this chapter shows these individuals’ critical bridging role to other sectors or field in the movement. Finally, we found that the more connections Cohort 1 members have with each other, the more positive they are in their ratings of MEV impacts.⁹

Exhibit IV-3: Collaborations Among Cohort 1 Members

Types of Collaboration	Examples
Training and technical assistance	<p>Praxis Community Advocacy Training, on-going</p> <ul style="list-style-type: none"> • Corrine and Priscilla, with Beckie as a facilitator, are providing training and presenting at the Praxis International institutes <p>Organizational Mentorship/Training, on-going</p> <ul style="list-style-type: none"> • Ted and other ACTM staff provided community trainings to TWU • Beckie and APIIDV provides formal mentorship to Nancy and BPSOS’s Communities Against Domestic Violence program <p>Technical Assistance and Training, ongoing</p> <ul style="list-style-type: none"> • Beckie provided training/TA to Washington State DV programs • Nan will be faculty for training /TA to Hawaii and Pacific Territories Coalitions, sponsored by APIIDV. • Beckie and Leiana collaborated on Anti-Trafficking trainings • Corinne and Priscilla presented at a training for the Hopi Indian Women's Coalition
Conferences	<p>National Network to End Domestic Violence (NNEDV), November 2012</p> <ul style="list-style-type: none"> • Roundtable organized by Nan with Joanne, Patti, Nan, Beckie, Leiana, Suzanne, Aimee <p>Healthy Masculinity Action Project Conference, Fall 2012</p> <ul style="list-style-type: none"> • Shakira co-facilitated a panel for one of Neil’s HMAP conferences <p>Y-Factor Summit at Futures Without Violence, April 2012</p> <ul style="list-style-type: none"> • Leiana hosted Neil as a panelist on bystander intervention on college campuses <p>APIIDV Meeting, Engaging Asian Men Roundtable Divesting from Gender Violence; Investing in Gender Equality, April 2012</p> <ul style="list-style-type: none"> • Beckie hosted Neil in think-tank roundtable where male leaders from Asian and mainstream organizations discussed aspects of gendered and shared their analysis of the root causes of gender-based violence

⁹ The correlation between total score for the impact of MEV with *degree*, an individual network measure based on the number of total number of connections, was 0.60, which was statistically significant ($p = 0.018$, two-tailed test)

Types of Collaboration	Examples
	<p>World Women Shelter Conference, March 2012</p> <ul style="list-style-type: none"> • Ted (facilitator) and Neil (panelist), participated in a panel organized by colleague of Patti titled <i>Engaging Men and Boys To be Part of the Solution</i> <p>OVW Engaging Men Program grantee orientation, August 2011</p> <ul style="list-style-type: none"> • Leiana (FWV as TA) provider provided grantee orientation to 23 sites with primary prevention projects that focus on engaging men to take action on domestic violence, sexual assault, and stalking including Ted and Neil.
MEV collaborations	<p>Convening 6</p> <ul style="list-style-type: none"> • Aimee, Beckie, Joanne, Nan, Patti, Priscilla, and Tamar served on the C6 Planning Workgroups. • Aimee, Leiana, Joanne, and Neil organized storytelling training at C6 <p>NoVo Collaborative Grant</p> <ul style="list-style-type: none"> • Aimee, Nan, Patti, Beckie, and Tamar on the workplan plan and assembling the grant. Ten Cohort 1 members participated in the Collaborative Grant planning meeting in San Francisco in person or by phone.
Emerging coalitions and groups	<p>Healthy Masculinity Action Project (HMAP), ongoing</p> <ul style="list-style-type: none"> • Led by Neil in collaboration with Ted, Leiana, Beckie, Joanne, Shakira, Suzanne, and Patricia. National grassroots movement to eradicate the expectations and stereotypes society teaches boys about what it means to be a man <p>Office on Violence Against Women (OVW) grant program participants:</p> <ul style="list-style-type: none"> • Grantees organization collaborations: Ted (ACTM), Neil (MCSR), Corrine (TWU), Nancy (indirectly through branch of BPSOS that received grant) • TA: Patti (Casa de Esperanza), Beckie (APIIDV), Leiana (FWV) <p>Stop Human Trafficking NY</p> <ul style="list-style-type: none"> • Ted, Dorchen, and Joanne in campaign to end sex-trafficking in NY <p>Nationals Girls Institute</p> <ul style="list-style-type: none"> • Shakira and Suzanne in is a research-based training and resource clearinghouse designed to advance understanding of girls' issues and improve program and system responses to girls in the juvenile justice system

While this was not reported by all the cohort members as a formal collaboration yet, the fact that nine of the cohort members flew from all over the United States to voluntarily meet at Futures Without Violence in March 2013 to discuss and plan for their Cohort Collaborative Fund Project shows their serious commitment to proceeding with the ideas and momentum that emerged from Convening 6. The ten members who participated in this meeting included Aimee, Tamar, Ted, Joanne, Neil, Beckie, Nan, Leiana, and Patti in person and Shakira by phone.

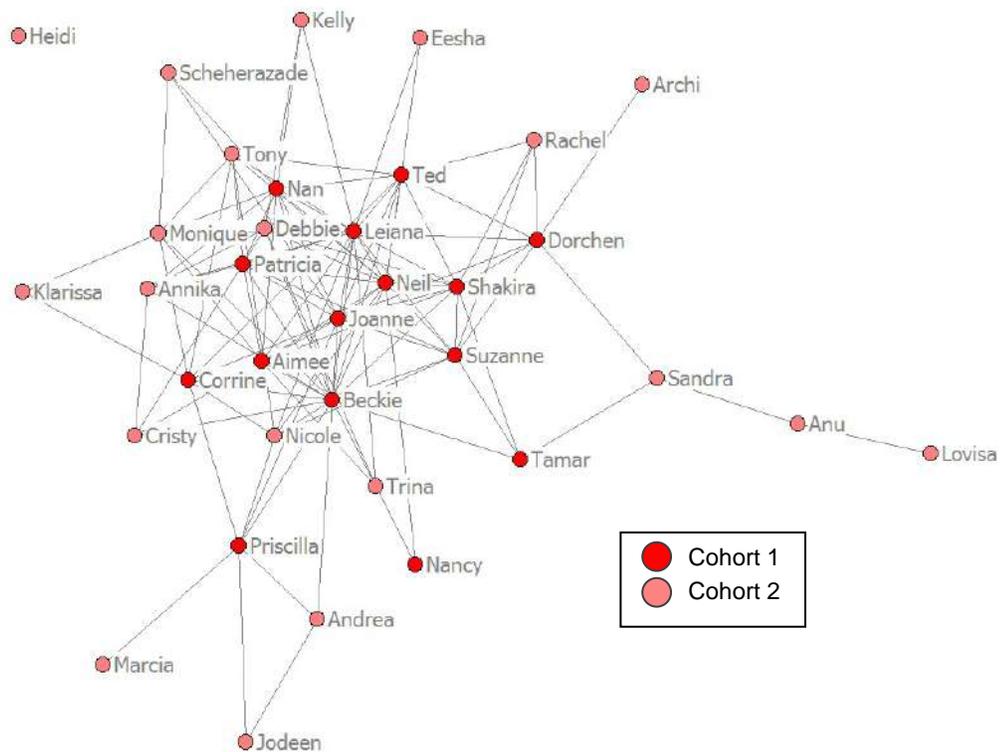
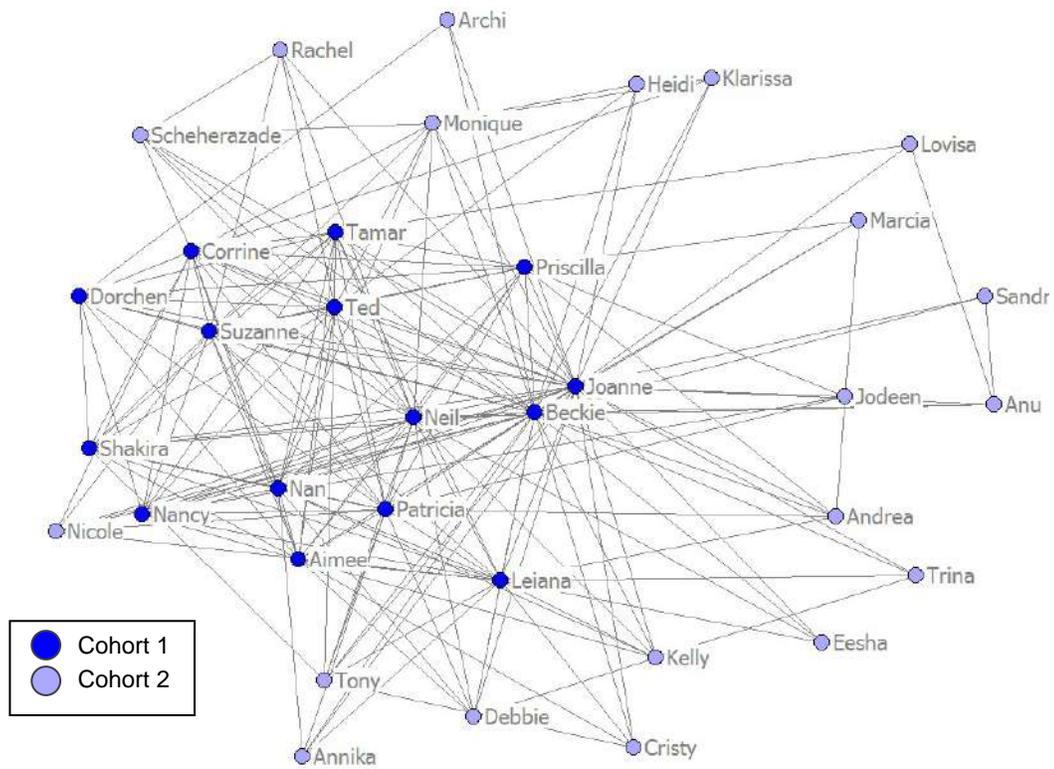
Connections with Other MEV Participants

Prior to Convening 6, we collected baseline networking information from Cohort 2, allowing us to look at connections among Cohort 1 and Cohort 2 members. Illustrated in Exhibit IV-4, key findings from the expanding network of MEV cohort members include:

- **Cohort 2 members are on the edges of the *informal exchange network*.** Not surprisingly, Cohort 2 participants are not central to the network of *informal exchanges*. Here, the tightness and centrality of Cohort 1 members reflects the high degree of trust built within the two years of participating together in MEV. Nevertheless, Cohort 2 members do have informal ties to each other and Cohort 1, pointing to a strong starting point for their participation in MEV. Examples of *informal* connections include sharing ideas and notes, staying connected through dinners together, developing connections through other cohort members, being active in the same fields (e.g., labor organizing, immigration work), meeting and seeing each other at events and conferences, and joint participation on the MEV advisory committee.
- **Some Cohort 2 members are engaged in formal collaborations with Cohort 1.** A handful of Cohort 2 members are more embedded in the *formal collaboration* network. As might be expected, colleagues of Cohort 1 members are connected, including Debbie (FWV), Tony (ACTM), and Cristy (APIIDV).¹⁰ Also connected are funders (Monique from Ms. Foundation) and representatives from national and state organizations (Annika from the National Resource Center on Domestic Violence, Kelly Miller from the Idaho Coalition Against Sexual & Domestic Violence, and Nicole from the Minnesota Indian Women's Sexual Assault Coalition). Examples of formal collaboration between Cohort 1 and Cohort 2 include affiliation through national and state coalitions (National Domestic Workers' Alliance, California state coalitions), putting together and/or securing grants, and participating in each other's projects and panels (HMAP, national advisory committees, Praxis International Advocacy Institutes). The fact that there are so many informal and formal linkages between Cohorts 1 and 2 suggests that both MEV and the cohort members themselves should build upon these natural and ongoing linkages within their organizations and across their organizations to keep the two cohorts connected and informed of each other's work. Specifically, the informal and formal maps suggest that the specific individuals have the potential play a key bridging role within the informal network (Monique, Priscilla, Leiana, Tony, Debbie, Kelly and Jodeen) and formal network (Debbie, Dorchen, Nicole, and Priscilla). On the other hand, the maps also suggest some individuals who have few or no connections currently (Heidi, Lovisa, and Archi) and who need to look for opportunities to connect through MEV or other means.

¹⁰ Archi from Sanctuaries is also connected to the network of formal collaborations but only through connections with colleague Dorchen.

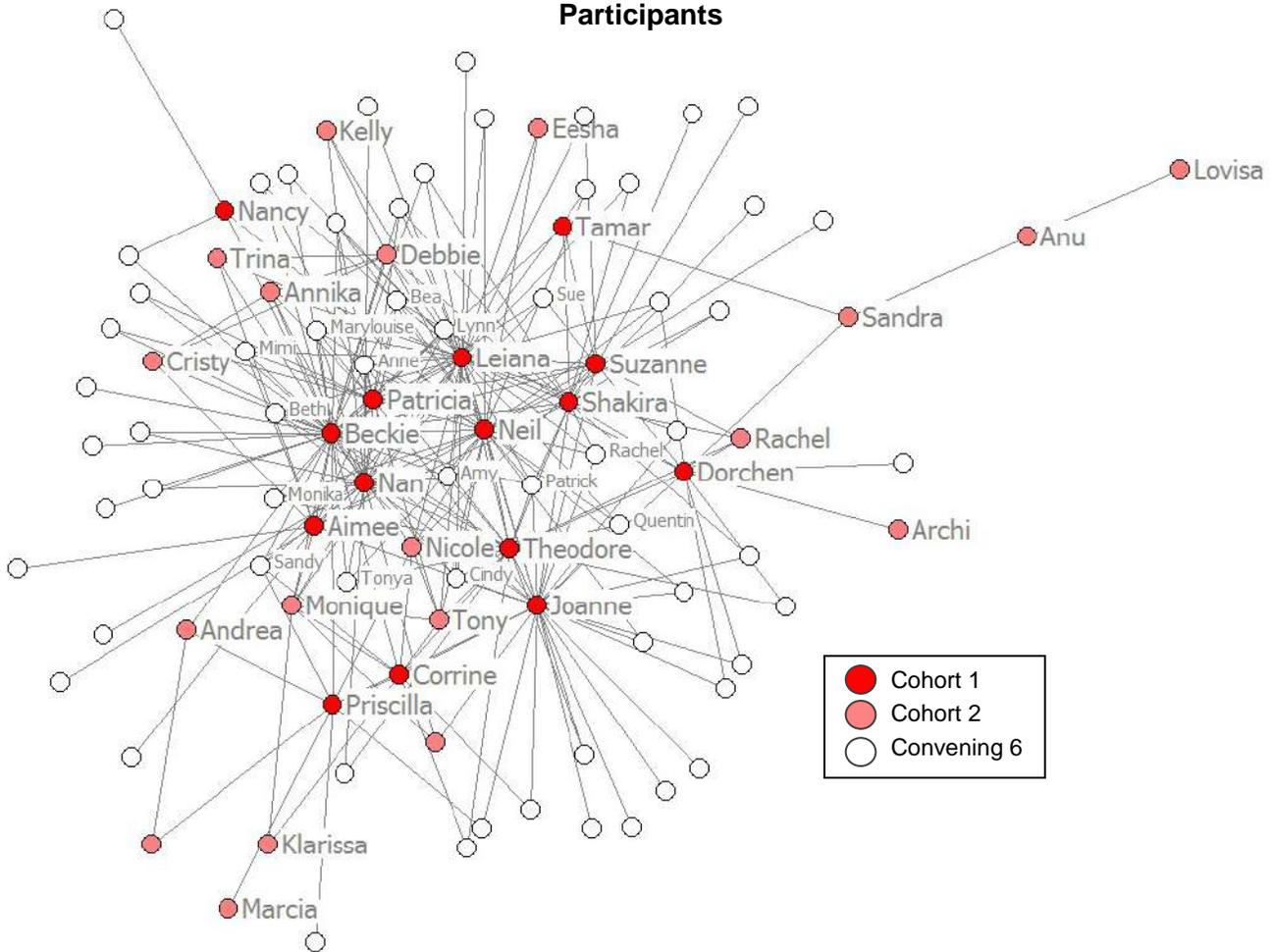
**Exhibit IV-4: Informal Exchanges (Blue) and Formal Collaborations (Red)
Cohort 1 and Cohort 2**



Although limited networking data are available for Convening 6 participants,¹¹ a few interesting patterns emerge, particularly for *formal collaborations*,¹² pictured in Exhibit IV-5. Following are characteristics of Convening 6 participants who are central in the network based on responses from by Cohort 1 members:

- **Colleagues of Cohort 1 members:** Clear examples include Amy (Casa de Esperanza) and Patrick (MCSR).
- **Work at organization with a national scope:** Bea (Department of Justice Office on Violence Against Women), Sue (National Clearinghouse for the Defense of Battered Women), Anne (National Resource Center on Domestic Violence) and Cindy (NNEDV).

Exhibit IV-5: Formal Collaborations among Cohort 1, Cohort 2, and Convening 6 Participants



¹¹ Convening 6 participants did not complete a networking survey, and Cohort 2 members were not asked about connections with Convening 6 participants at baseline. Given that much data is missing, these findings should be interpreted as potential trends only.

¹² For the network of *informal exchanges*, see Appendix C.

Reflecting on these findings, it is important to ask about the follow-up plans for engaging the Convening 6 participants beyond the first Convening 6 and the community conversations. One cohort member reflected on exposure to new organizations at Convening 6 and room for developing partnerships: “*Through C6, I met a lot of grassroots organizations that I think would define themselves either not a part of the movement or on the margins. So I met them and know about them. I don't know if we – I have strategic relationships with them.*” Given the close links of Cohort 1 members with Convening 6 participants, the Collaborative Fund provides a critical vehicle to continue engagement and collaborative work. While there are some regional meetings with allies planned between convenings, formal follow-up engagement activities are critical to sustain momentum between Cohort 1 and Cohort 2’s Convening 6, a span of two years.

Connections with Broader Movement

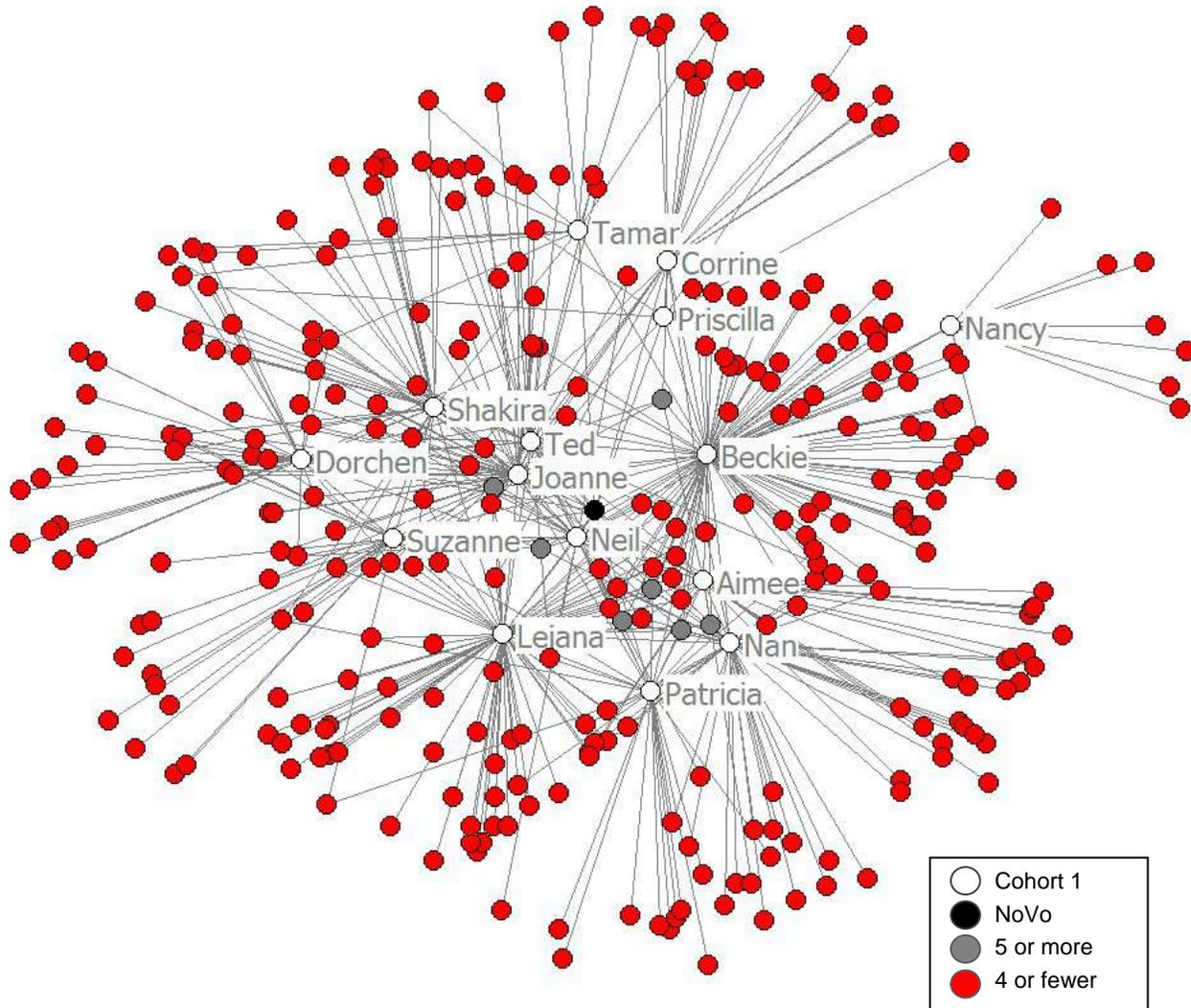
The final set of network maps show Cohort 1’s networks with other key organizations in the movement at the conclusion of MEV.¹³ While much of the increase in connectedness is from connections among cohort members, there was also an overall increase in both the number of connections as well as the number of shared connections. Each cohort member still brings his or her own connections to the MEV network, but there are signs of greater integration.

- **Formal collaborations:** The number of reported **formal collaborations with organizations in the broader movement increased almost 20 percent**, from 478 to 569 . In total, there were seven organizations with five or more formal collaborations with cohort members at follow-up (excluding The NoVo Foundation): The seven organizations in formal collaboration with multiple cohort members were predominately national in scope and are pictured with gray nodes in Exhibit IV-6:
 - *Institute on Domestic Violence in the African American Community:* Ted, Leiana, Beckie, Nan, Patti
 - *National Domestic Violence Hotline:* Ted, Leiana, Beckie, Nan, Patti
 - *National Network to End Domestic Violence (NNEDV):* Leiana, Beckie, Nan, Aimee, Patti
 - *National Resource Center on Domestic Violence:* Neil, Leiana, Beckie, Nan, Patti
 - *V-Day:* Ted, Beckie, Corrine, Joanne, Aimee
 - *Women of Color Network (WOCN):* Ted, Neil, Leiana, Beckie, Nan

¹³ To see the visual differences between April 2013 and May 2011, see Appendix C for the baseline *informal exchanges* and *formal collaboration* networks. Three cohort members did not submit updated partner lists at followup (Ted, Priscilla, and Beckie).

— YWCA: Neil, Suzanne, Dorchen, Beckie, Nan

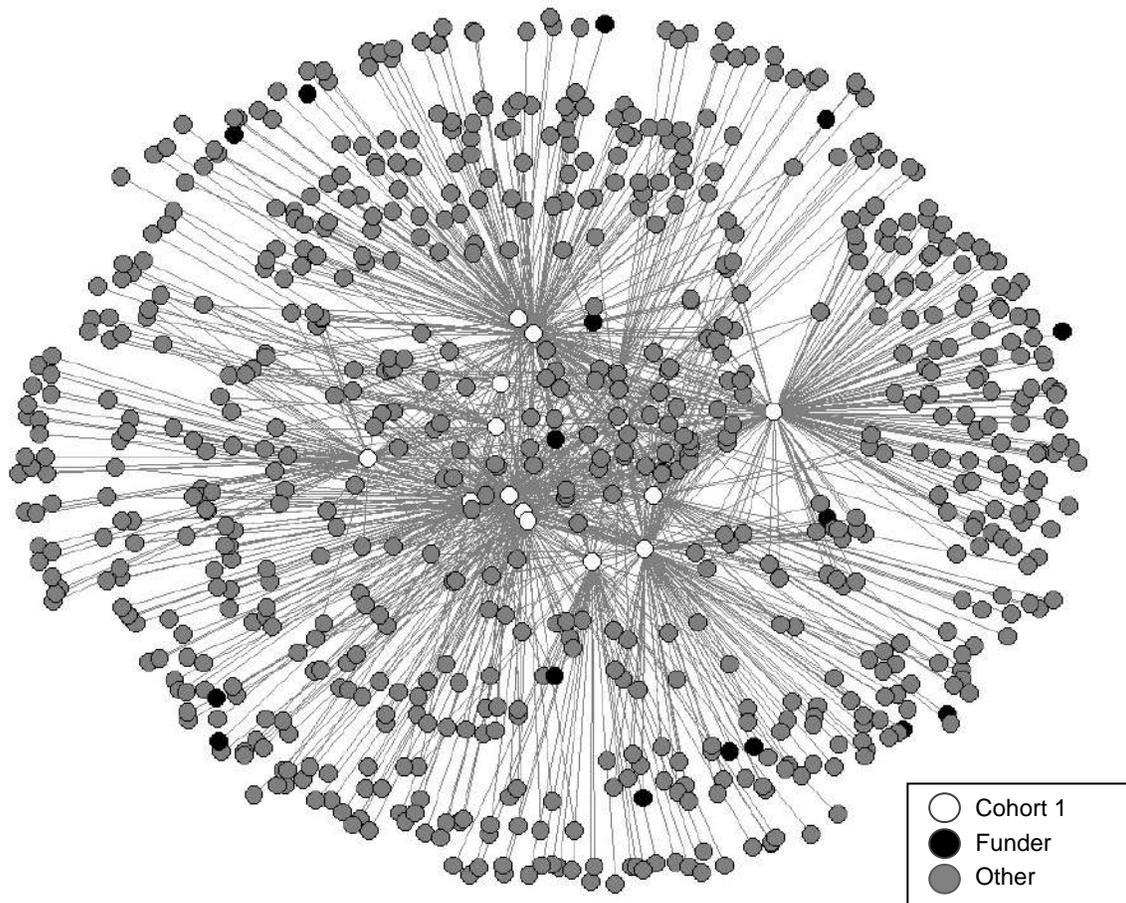
**Exhibit IV-6: Formal Collaborations
Among Cohort 1 Members and With Organizations in the Movement (April 2013)**



- **Informal exchanges:** The number of reported **informal exchanges with organizations in the broader movement increased nearly 25 percent**, from 594 to 735 connections. Many of the same organizations in formal collaboration were also in information relationships, including *National Network to End Domestic Violence*, *California Coalition Against Sexual Assault*, and the *National Coalition to End Domestic Violence*. Other organizations were *Joyful Heart Foundation*, *Men Stopping Violence*, *Praxis*, and *Break the Cycle*.
- **Funders were present in both the informal and formal networks with only small overall growth.** At the beginning of the MEV program, cohort members identified connections, both *informal* and *formal* with 11 different funders. By April 2013, this had increased slightly to 14 funders (see Exhibit IV-7), with some

turnover in funders.¹⁴ Indicated in black below, **most funders were on the periphery of the network** with only *The Novo Foundation*, *Bill and Melinda Gates Foundation*, *Joyful Heart Foundation*, and *The National Crittenton Foundation* connected to more than one cohort member. These findings, like the outcome ratings in Chapter 3, reinforce the need to move forward with funder engagement and bring funders into the MEV network, both formally and informally.

Exhibit IV-7: INFORMAL and FORMAL Connections with Funders in the Movement (April 2013)



Movement Building Activities

Over the past two years, Cohort 1 members have engaged in a variety of movement building activities, within their own organizations and at the local, state, and even national levels. Some

¹⁴ For example, cohort members reported connections to the Annie E. Casey Foundation, Kellogg Foundation, and Tides Foundation at baseline and not follow-up. Additions at follow-up included The National Crittenton Foundation, Agape Foundation Against Domestic Violence, Einhorn Family Foundation, SEVA Foundation, The Woods Foundation, Louisiana Foundation Against Sexual Assault, and the Living Classrooms Foundation.

of these movement-building activities have emerged organically as part of cohort members' day-to-day work and others through formal MEV components like the Building Movement Conversations. Building on the Exhibit IV-3 of cohort collaborative activities, following are some notable examples of their continuing work, as movement leaders, to build allies and engage in movement conversations around the vision and pivots at the state and national levels (see textbox below).

Examples of Cohort 1's Movement Building Activities

Shifts at the State Level: Sharing Pivots with Other Leaders in Minnesota

Suzanne shared a strong example of how she is very much using the pivots as she and other leaders in Minnesota has rolled out the Human Trafficking Task Force "No Wrong Door" model. According to Suzanne, this model was co-created with 65 different stakeholders to establish a model housing and services plan for trafficked youth in Minnesota:

We'd come in with the benefit-cost analysis that shows that taxpayers will save money if they invest in it...As soon as we came out with, "We've got a \$13.5 million ask before the legislature this session," we had a lot of very nervous people from the homeless coalition, battered women's coalition, sexual assault coalition 'cause everybody was nervous about their own pot. We sat down and said, "Here's why we all need to get funded, why we all need to work together, why we need to stop competing with one another for this limited pot of resources. It all needs to happen." It has been remarkable. By and large, we've gotten buy-in.

Suzanne attributes the success of this endeavor to leaning into this work with the pivots, stating, "It's also getting out of our silos and embracing our interconnectedness and being proactive instead of reactive. So that's a really good example of how this is actually working on the ground here in Minnesota."

Shifts at the National Level: Instilling a Need for Change through the Pivots

Nan also has been engaged in deep work with the leaders of state DV coalitions at the national level through the National Network to End Domestic Violence (NNDEV). Following is an account from Cheryl Howard, Director of Coalition Programs/NNEDV TA Specialist attesting to how Nan's leadership has transformed their thinking:

In Nan's Tai Chi, she demonstrated "reach back , gather it in, turn and push forward" and also "set, pivot and move." I thought about NNEDV. We at NNEDV need to do this "reach back. gather it in, and push forward." Through last year's history of lay-offs and financial challenges, we need to "set" as in collect ourselves, pivot and move in new directions. I need to stop being stuck in old organizational patterns and old solutions to a world that has changed. So we need to set ourselves for change. Pivot from our past and view every side of the universe in front of us. And then move forward. Nan talked about a 60/40 stance - 60- on the forward foot/40 on the supporting foot. It made me think about my own safety plan - move into danger and not away....A more effective response is to gather our energy, pivot and move into the challenge.

In addition to the efforts to reach out to their networks, we have summarized below early feedback on how the Building Movement Conversations have progressed since Convening 6.

Summary of Building Movement Conversations¹⁵

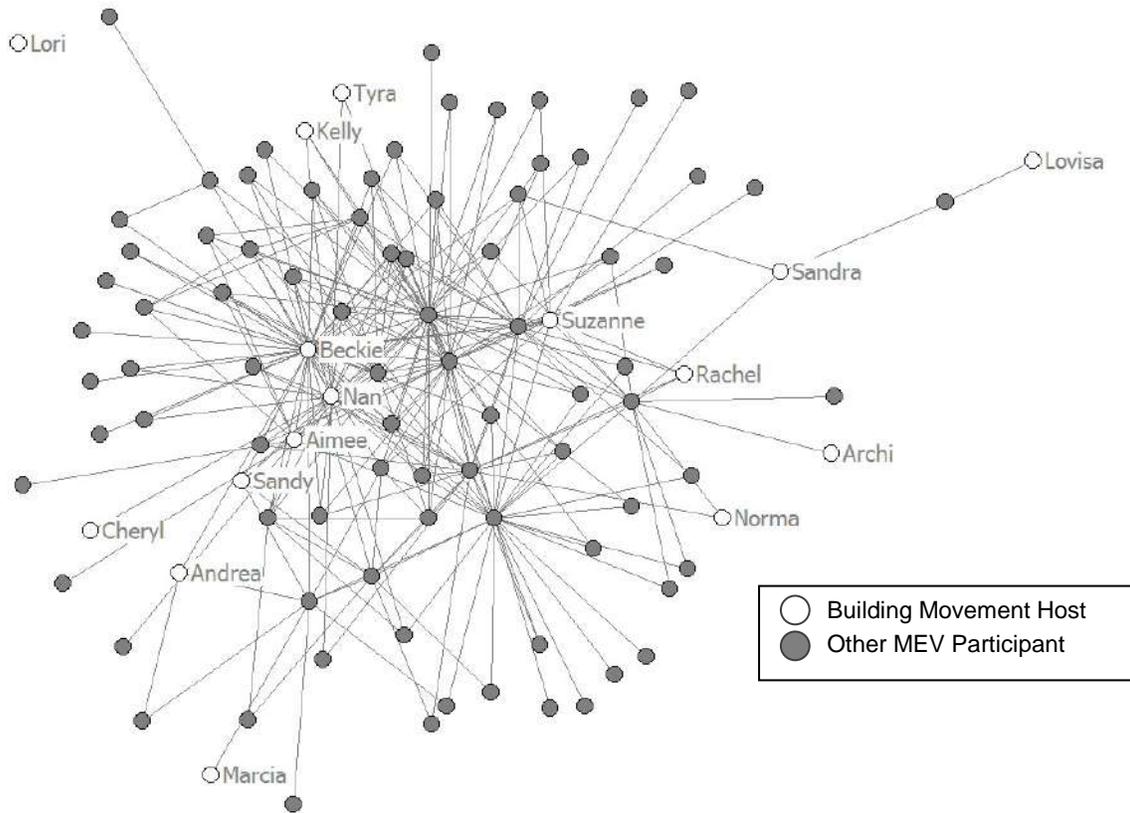
At Convening 6 in December 2012, Cohort 1 launched the first series of Building Movement Conversations with close movement allies. The purpose of these conversations was to engage activists, leaders, and community members in conversations around a vision to end violence against girls and women in the U.S. and the shifts the movement needed to make to move effectively towards that vision. From December 2012 to April 2013, allies hosted their own conversations, using a guide to support facilitators in fostering parallel conversations. Conversation hosts were asked to report back using an online form or by email. Cohort 1 took the lead in analyzing the data gathered from these conversations to help foster alignment, building critical mass and determine next steps for moving together.

- **Who organized the conversations.** A wide range of organizations hosted conversations: national training centers and intermediaries, state coalitions, statewide working groups, advocacy organizations, organizations doing community organizing, local direct service providers and more. More significantly, most organizers showed direct linkages to MEV:
 - **Cohort 1 hosts:** Beckie, Nan, Suzanne and Aimee were active hosts of up to 11 conversations, involving at least 52 participants. In addition to hosting conversations, Nan and Aimee also motivated others to host their own conversations (Erin Miller and Vickie Smith)
 - **Cohort 2 hosts:** Seven Cohort 2 members hosted 12 community conversations reaching 245 participants. These included: Kelly (5 with one featuring Nan as a guest to lead a discussion with the Idaho Coalition Board of Directors), Lovisa (2), Andrea, (1), Marcia (1), Rachel (1), Sandra (1) and Archi (1 with Dorchen and C6 attendee Brett Figlewski).
 - **Convening 6 Attendee hosts:** At least six Convening 6 attendees took the initiative to host conversations by themselves or in unison with Cohort 1 and 2 members, involving a total of 96 participants. Convening 6 attendees who hosted were Cheryl Bozarth (2), Tyra Lindquist (2), Lori Michau (1), Norma Ramos (1), and Sandy Davidson (1).

¹⁵ This summary is based on an update [report](#) by Aimee Thompson Arevalo to the movement.

Exhibit IV-8 highlights the location of the Building Movement Conversation hosts in the formal collaboration network, shown in white.

Exhibit IV-8: Building Movement Hosts in Formal Collaboration Network¹⁶



Key findings include:

- **Hosts are both central to the formal collaboration network and on the periphery.** While the Cohort 1 hosts are central in the network of formal collaborations, a number of Cohort 2 and Convening 6 hosts are on the margins. This may be due to partial networking data from Cohort 2 members and no networking data from Convening 6 participants. Nevertheless, these findings suggest that the Building Movement Conversations have the potential to engage individuals on the margins of the expanding MEV network and their respective networks in this critical visioning phase. Not only do these individuals bring their own networks and connections to the MEV network,

¹⁶ This network map is based on Cohort 1 connections with Cohort 2 and Convening 6 participants and Cohort 2 connections with Cohort 1 only.

but they also have the potential to contribute new ideas and fresh perspectives.

- **Who participated.** During a twelve-week period, at least 33 formally reported conversations were convened in eight states in the U.S. (California, Florida, Idaho, Illinois, Massachusetts, Minnesota, New York, and Washington) and one country in Africa (Uganda). In total, at least 433 people participated. The average number of participant per group was 16, with participants ranging from 4 to 100. Participants include youth, community members, advocates, community organizers, executive directors, board members, attorneys, therapists, and faith leaders representing a diversity of dominations and traditions. Sessions lasted from 0.5 to 4 hours, with the average sessions lasting 2 hours.

Feedback on the Vision and Pivots

Through the Building Movement Conversations, the Pilot Cohort’s goals were to: (1) put a stake in the ground as to what the movement might align around, and (2) catalyze conversation about key issues related to where the movement is headed. The overall feedback suggests that the vision statement met both goals effectively. Following were major themes from the report backs.

Themes	Illustrative feedback
<p>Most respondents reported deep resonance and alignment with the vision and indicated that it confirmed their efforts and direction. Specific elements that were highlighted included the ideas of each person reaching their maximum potential, creating safe communities, and each of us playing a role in creating and living the vision.</p>	<ul style="list-style-type: none"> • <i>The conversation alone is sparking new ideas from staff at all levels and a deeper internal interconnectedness has emerged. Seems we're done with internal silos too!</i> • <i>This group of participants was very interested in the conversation. They felt personally connected with the pivots because of the work they are already doing in early intervention. This work involves one-on-one skills building with elementary school girls. Through the use of approved lessons, interns counsel and mentor girls who are at risk of suspension, expulsion or involvement in the juvenile justice system.</i>
<p>For others, the vision (and particularly the vision graphic) felt too general and generic and lacked focus and strength.</p>	<ul style="list-style-type: none"> • <i>We began by discussing the Vision Wheel (didn't share the statement). There was mixed reaction to it -- some felt it was universal and inclusive and spoke very much to them, others felt that absolutely everything was in there so it was overly politically correct and lacked real focus and strength in that it tried to be everything for everyone and therefore felt generic, others were surprised that although this was done in the US by US activists it felt applicable to Africa.</i>
<p>Other feedback (primarily from two hosts) included the need to explicitly address systemic change, raising the importance of valuing women, and the need to hold those who use violence accountable.</p>	<ul style="list-style-type: none"> • <i>We also talked about the need for restorative justice movement. We have seen time and time again that when we bring the police in to interrupt the cycle of violence it simply creates a new and different cycle of violence when members of our families and communities enter the criminal justice system. It doesn't actually help our communities be less violent.</i> • <i>What is the responsibility of social, political and</i>

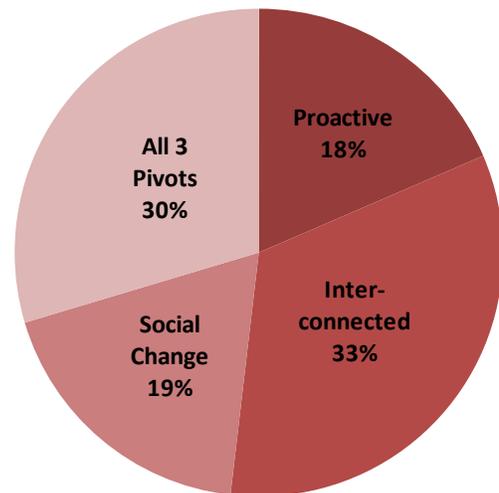
Themes	Illustrative feedback
	<p data-bbox="738 241 1404 336"><i>community, and how we can include that? How do we make sure the vision reflect not just only individually but to the system?... We want to have systemic change.</i></p> <ul style="list-style-type: none"> <li data-bbox="706 346 1404 504">• <i>I agree with a lot of this language and vision but want to see something that reflects the value of women in our society, something that explicitly states the value of women and what the organization is doing to realize this vision.</i> <li data-bbox="706 514 1404 640">• <i>How about the accountability of the perpetrators? That has to be included. We need to reflect the disparity that exists between the victim and the perpetrator. They need to be held more accountable.</i>

In many conversations, the vision statement prompted critical conversations that impact our movement. A key issue is that of inclusion. The following questions were surfaced multiple times in the report back:

- How does this vision lift up LGBTQ community members?
 - *How does this vision uplift LGBTQQA persons, beyond just women and girls? Vision must honor the spirit of individuals for the betterment of all individuals under the system of patriarchy. Work should focus on deconstructing patriarchy. A way to address that and make it more inclusive. Should include some language that addresses everyone in spite of how they identify.*
- Is it problematic to exclude boys and men?
 - *Our staff was also concerned about the lack of an explicit role for men and boys in this vision. As we work with men who have been trafficked as we work with boys we have experienced violence in their home, we know that we need them to be part of our movement.*
- How is the voice and leadership of those most affected by violence those that have been marginalized represented in the vision statement?
 - *Our immigrant staff felt that we need to continue to push for greater recognition and appreciation of women survivors of violence who come from the community. We feel like we are not treated with respect and our voices are not heard in the greater movement. We also want to push the movement to make a commitment to equality. We see immigrant women and women who don't speak English as not receiving the same services that other survivors do.*

According to Aimee Thompson Arevalo, inasmuch as the vision was provocative, [the pivots](#) were galvanizing. Those reporting back described the pivots as “deeply necessary” and that people were “very excited about the framework the pivots provide.” The graph on the right summarizes pivots discussed at the Building Movement Conversations, showing that interconnectedness was most often discussed (33 percent), followed by all three pivots (30 percent). Respondents indicated that the pivots supported them in sharpening their focus and was validating when organizations were already engaging in work to be proactive, interconnected and incorporate services and social change. Others reported that the pivots helped them solidify their thinking and foster more intentionality around how they engage in their work to address violence against girls and women, particularly in the areas of working with a gendered approach, addressing gender roles/norms in their community and including movement building into staff roles.

Which of the following pivot(s) did your group discuss in depth?



Our group was most inspired by considering the second pivot. We saw it as an opportunity to think about how we could engage prisoner rape survivors more deeply in our work a value that [we] have long held. We talked about the possibility of seeking funding to support survivor fellowships and other possibilities to institutionalize the formal participation of survivors in our organization.

- Cohort 2 Conversation Host

Feedback on the Conversation Process

The feedback about the effectiveness of the Conversations was largely positive with only a few challenges identified. Those reporting back expressed that the process was engaging and that participants were hungry to be part of a bigger conversation and reflect upon their role in the larger movement. People also expressed appreciation for the opportunity to be in a space that fostered ways of being together that were centered on storytelling and authentic conversation. Challenges reported included questions about language that was not inclusive, accessible, or seemed like jargon. In some cases, it also took time for groups to get into the conversations and make the shift from thinking about their day-to-day work to exploring a vision for what is possible for the larger movement.

Next Steps and Reflections by Hosts

When asked if there is momentum to continue the conversations, most respondents reported yes and, in many cases, they cited plans already in place to do so. Examples of concrete action steps that were inspired out of the conversations included:

- **At the individual level:** Participants talked about living the vision and starting with “ourselves and our families.”
- **At the organizational level:** Participants talked about: (1) developing a call to action with teens around the pivots; (2) researching best practices across movements about implementing pivot 2 – interconnected; (3) engaging in dialogue about lessons learned about movement building to end violence against girls and women across continents; (4) exploring how to integrate organizing and movement building work within advocacy strategies; and (5) holding more conversations.

In addition to the key themes, it is interesting to note some patterns of leadership in the movement building work:

- Leadership for the community conversations suggest that in the short time they have been a part of MEV, **Cohort 2 is stepping up strongly to movement leadership**, hosting 7 conversations and engaging the highest number of participants.
- Only six of the 75 Convening 6 participants reported hosted community conversations. This suggests more work needs to be done to activate their involvement as allies.
- At the same time, it is interesting to note that three hosts were not primary participants of the two cohorts nor Convening 6, yet played very active roles in conducting the community conversations. As a next step, it would be important to understand the role of Cohorts 1 and 2 in galvanizing these individuals.

In summary, the early results of the movement building conversations are encouraging. However, it will be critical to have a strong strategy in place to continue the momentum from C6. Cohort 1’s network leadership and Cohort 2’s social change strategy and campaign will be an important part of building this forward momentum.

Recommended Next Steps for Network Building

Looking forward, MEV faces both challenges and opportunities in strengthening the movement through its networks. With funding from the Cohort Collaborative Fund grant, Cohort 1 members will have the opportunity to continue to align the movement around the vision and around the pivots and prepare the movement for more social change strategies. Goals identified for the grant reinforce findings from the network analysis, particularly the need to bring the

margins to the center by engaging cohort members on the periphery of the network. As one cohort member reflected, a key next step will be “*looking at decentralizing and sharing the vision, sharing power, sharing space, and sharing this movement.*” Other key next steps include undertaking an intensive landscape analysis (currently underway with Cohort 2) and a movement wide social network survey (a potential project for Cohort 2 as a part 2 of the landscape analysis). These actions could build on the initial networking findings in this report and provide deeper insight on key players and the strength of connections in the movement. In addition, the specific next steps outlined below are in line with key suggestions for building networks:

- **Analysis of the network maps to support building power at the margins of the movement:** In order to lift up innovation and transformative social work where they are taking place, particularly in organizing work with girls, men, and local communities, we can work with the MEV cohorts and staff to code the network maps with the broader movement and see who are the key leaders, their position in the network, and who among MEV participants and alumni and allies most directly connected with them to support their work.
- **Analysis of the network maps to support to engage the center of the movement, cross-movement collaboration, and funder engagement:** Similarly, as the work of continuing the movement building conversations continue, key MEV leaders can analyze the maps to understand the following:
 - What are the current and potential linkages with funder allies who can help with the **funder engagement strategy**. Who are well connected to the funding community? Who can play key roles to partner with the NoVo Foundation and cohort members?
 - What are current and potential linkages that can help with **policy advocacy and social change campaigns**? Who are well connected with policy makers? In what issue areas?
 - Which type of **sectors/fields/cross-movement affiliations currently exist** to strengthen ties within the network to support cross-movement building?

Overarching, cross cutting questions for all of the network analysis include the following: (1) who are the **connectors** (who can connect the network); (2) who are the key **influencers** (people to look to them for innovations); (3) who are the key **integrators** (those well positioned for future integration and leadership).

For the network data to be most helpful, it is critical to do a movement-wide network survey. Currently, our maps reflect mostly one-way relationships from only Cohort 1’s point of view. We are interested in whether relationships are two-way (if there is “reciprocity” of relationships). In addition, it is beyond the scope for this report to do the fine-grained coding of all of the organizations in the network. Therefore, we would have to partner with Cohort 1, Cohort 2 and/or the MEV staff to actualize these promising next steps to support the movement building

work. In the next and final chapter, we reflection on the many rich lessons learned to date on movement building and offer some considerations for next steps in MEV's work.

V. LESSONS LEARNED IN MOVEMENT BUILDING AND IMPLICATIONS FOR MOVING FORWARD

This first cohort's contribution has been hugely of a belief that [the vision and engagement of movement allies] were going to happen and that there is a way forward. This is the time to start and it is now. That brings a lot of hope.

MEV Program Manager

With the deep conviction that it is not enough to tackle the pervasive problem of violence against girls and women through traditional means, the NoVo Foundation is engaging in one of the boldest and daring program in its history as a foundation. Putting its full might behind this program, the NoVo Foundation took the time in 2009 to conduct the necessary background research. In that process, they deeply listened to the voices of those in the movement, learned about the state of the movement (if there was indeed one), and most importantly, developed a program design in 2010 that responds to the needs of the movement. The national scan that the foundation commissioned laid the groundwork for a large-scale, 10-year, \$80 million initiative that aims to examine the identity and course of the movement to end violence against girls and women. Moreover, the visionary and comprehensive design of the Move to End Violence Program understood both the potential and the limits of philanthropy's role. That is, foundations can catalyze broad-based social change, but they cannot determine the goals and timetables for a movement, and a movement, by definition, must be driven by the people who are most affected.

As a sign of the unconventional thinking behind the design of this program, Move to End Violence *simultaneously* (rather than sequentially) tackled the first two stages of movement building: Building Movement Infrastructure, and Building Identity and Intention.¹ The evidence presented in Chapter 3 clearly showed that MEV efforts to build the movement infrastructure through strengthening individuals and organizations in the movement (Goal 2) are returning

noticeable results. Although the cohorts' organizational development projects are still in progress, the outcomes in this goal area received the highest impact ratings overall.

In addition, the tremendously difficult task of aligning the movement (through the development of a unified and directional vision and a shared critical analysis) have yielded a working Vision Statement.² The “ask” to engage in the vision has galvanized those in the movement to begin to engage in difficult conversations about key issues and explore potential pivots to make profound social changes. Although Cohort 1 believes that much work is still needed on the vision statement and shared analysis, the unfinished, yet foundational nature of the vision statement enabled them to invite others in the movement to take part in co-crafting and embracing a movement-wide vision. The initial feedback from the 33 movement building conversations are encouraging. While there are some critiques, the majority of the reports from conversation hosts suggest that a tremendous amount of resonance exists with the vision and pivots. As underscored by the opening quote to this chapter, the spark to move the movement forward has been lit.

Another significant achievement to date has been the ability of MEV to enable movement leaders to think outside of the box. Messages of the importance of “self care” and “beloved community,” for example, have riled some in the movement because these ideas threaten long-held, unconscious habits that have contributed to stagnation and burnout. The concept and practice of “beloved community” offers a compelling and powerful alternative to the competitive stance of the movement. According to one cohort member,

Our cohort laid the foundation to shift the movement to end violence against women and girls. We created a beloved community for essential conversations to try to undo the knots and stagnation that our movement has faced and to broaden it to connect to a larger social justice picture....We are building a critical mass that is sustainable with love, that is going to carry the people who are going to change the conditions to end violence against women and girls and liberate all of us.

Finally, tremendous momentum has been built with the continuing high-level of interest in and visibility of MEV,³ and the willingness of the Cohort 1 members to focus on building the

¹ The New World Foundation (2003) identifies four difference [stages of movement building](#): (1) Stage 1—Building Movement Infrastructure, (2) Stage 2—Building Identity and Intention; (3) Stage 3—Social Combustion: “The Movement Moment” and (4) Stage 4: Consolidation or Dissipation.

² For a full copy of the MEV Vision Statement, please visit: http://www.movetoendviolence.org/sites/default/files/building_movement_conversations_guide_english.pdf

³ A total of 148 candidates applied for 20 slots in Cohort 2.

network. The exponential increases in the connections that SPR has documented within the last two years illustrate the promise of network building, as presented in Chapter 4. Work on building critical mass is underway, and this has a different feel than previous efforts, as indicated by the above quote.

Along with these significant contributions to date, MEV has also yielded some valuable lessons on the complexity of movement building. Building on the specific recommendations presented in Chapters 2, 3, and 4, following are some major lessons to date and accompanying implications for movement building:

Lesson 1: Movement building requires tremendous flexibility to experiment and to anticipate the “unanticipatable.” Due to the pioneering nature of this work, MEV staff has emphasized to all involved that it is critical to view this work as highly experimental. Despite the considerable time and attention devoted to crafting a “brilliant” (in the words of cohort members) and detailed program curriculum, the MEV Director has repeatedly emphasized, “*The reality for us is that this is a huge experiment and we’re going to make mistakes and we’re going to stumble over things. There’s a good culture setup so there’s room for that.*” Another faculty member echoed this sentiment: “*We couldn’t predict everything about the way that the design would need to unfold ahead of time. We had to set markers for it but then be responsive.*” In response, a cohort member shared awareness of movement habits that can work against the unique space that MEV has created:

Because so many of us come to the work with trauma and negative history, and the work is so difficult that it’s often easier to get into a space of rigid doggedness. One of the things that I appreciate about the design of MEV is that there’s a clear design, but there’s a lot of space within the design to allow ...what should happen to happen. There’s enough nimble spaces there to facilitate whatever might be within the context of the design.

- **Implications:** The implications of holding an experimental mindset are many—not only for Cohort 1 but also for all cohorts throughout the 10 years of this initiative. Success for this work calls for creating the space to practice (1) patience for taking risks and not prematurely expecting longer-term outcomes, (2) assumption of good will and intentions, and (3) forgiveness for making mistakes. Further, success also requires the careful practice of continuous listening to cohort members’ feedback to guide mid-course adjustments.

Lesson 2: Movement building illuminates paradoxes that necessitate recognition and reflection.⁴ Perhaps one of most surprising moments in the implementation of MEV curriculum occurred when the faculty realized the cohort’s (lack of) readiness for risk taking. This readiness factor subsequently influenced the cohort’s capacity to engage in essential conversations and social change campaign planning. As one faculty member observed,

Two years into this project now, my biggest surprise, my biggest moment of reflection has to do with the paradox of having people with great courage, a wellspring of courage, not only because of who they are, but experiences of [the trauma and crises that] they encounter every single day, and the ...the fear of risk taking. It’s a paradox because....the lack of risk taking is often taken as being a lack of courage and that is simply not the case.....These are brave, strong people. What they have to deal with every day has put them into situations where it is absolutely necessary to keep things as safe as possible for the people they work with, and that sets up a situation for not being able to take as big of risks as they can.

- **Implications:** The implication of this lesson is to reflect and delve more deeply into the root causes of paradoxes (e.g., of fierce activists who can also be deeply compassionate and protective of others, but not compassionate to themselves). That is, a key learning from working with activists in this particular movement and asking them to take big risks, is to understand how their contributions should be held up. That is, they are valued not just for what it is they have contributed intellectually (e.g., with respect to their vision), but also how they demonstrate that this work can be possible through building a kind, strong and courageous community that internally knows how to deal with violence that is self- or externally inflicted.

Lessons 3: Authentic power sharing with a funder is a developmental and iterative process based on a solid foundation of trust. Building on the challenges and recommendations discussed in Chapter 2, a third major lesson is related to the difficulty of sharing power in decision-making. As mentioned earlier, as a funder, the NoVo Foundation is cognizant of the importance of its catalytic rather than direct role in movement building. In practice, the process of navigating the power relationship between the foundation and the cohorts has been admittedly “complicated” and “tricky.” This issue is not unique to this program and is a typical challenge of many funder-initiated projects focused on movement building. On the one

⁴ In “Transactions, Transformations, and Translations: Metrics that Matter for Building, Scaling, and Funding Social Movements,” M. Pastor, J. Ito, and R. Rosner (2011) add to this by addressing the dualities inherent to movement building: “Movements must achieve depth *and* breadth, must trigger broad social change *and* secure tangible policy wins, must challenge the base to ever more dramatic action *and* create a sense of victory and

hand, those interviewed emphasized that power dynamics will always exist because of the tremendous resources and expectations that NoVo already brought to this work. As a result, those who are interested in this program need to make a choice to participate (or not) based upon NoVo's goals framework and expected outcomes. On the other hand, it is in the mutual interest of both the foundation and movement makers to create something that has impact and survives beyond the MEV Program and to keep this goal in mind as they determine roles and responsibilities.

- **Implications:** The implication to this lesson, therefore, is to see this process as developmental for all parties. Key players need to (1) be aware of areas for growth and areas of strength, (2) be as transparent upfront and on an ongoing basis about the underlying values, principles, parameters, and rationale for decision making as they relate to each party's respective roles and responsibilities. Finally, assuming good intentions based upon a long-term relationship predicated on trust, respect, and mutual interests (ending violence against girls and women) will help to facilitate perspective taking and compromises as all groups encounter difficulties and frustrations.

Lesson 4: Movement leadership roles may not be readily apparent and will likely evolve over time. Pertschuk (2003) describes a range of leadership roles needed in movement building that span insiders and outsiders, agitators and conciliators, visionaries, statespersons, experts, movement builders, spark plugs, etc.⁵⁶ In the past two years, some Cohort 1 members recognized early on that their role in the first cohort is not necessarily as visionaries, but as “foot soldiers.” Others shared their continued struggles at the end of their cohort experience in trying to understand how and if they belonged in this groups of leaders and how they could have contributed meaningfully. Other factors, which influenced cohort members' larger role in the movement, relate to the support, alignment their organizations and its ability to evolve to accommodate to their expanding leadership role.

- **Implications:** Some implications of this lesson is to do more intensive coaching of cohort members (and their organizations) to help emerging movement leaders better connect their life purpose with their core strengths and potential roles (e.g., this was explored at the

forward moments.” This report is available at:

http://dornsife.usc.edu/pere/documents/transactions_transformations_translations_web.pdf

⁵ Pertschuk, M., Saloojee, Y., & Glynn, T. (2003). Strategy planning for tobacco control movement building. American Cancer Society. http://strategyguides.globalink.org/pdfs/guide2_MovementBuilding.pdf

⁶ Masters, B., & Osborn, Torie. (2010). Social Movements and Philanthropy: How Foundations Can Support Movement Building. Foundation Review. <http://www.nchh.org/LinkClick.aspx?fileticket=AXhUDggUH1k%3D&tabid=419>

Rockwood Leadership Institute and with Norma during C4). In addition, from the cohort selection process, the faculty and NoVo Foundation see special qualities in cohort members and their fit within their cohort (e.g., how they might complement and reinforce each other's strengths). These insights should be communicated early in the cohort experience to help individuals find their niche. Other assessment tools may also be helpful (e.g., StrengthsFinder and the Network Weaver Roles Checklist.)

Lesson 5: Movement skill building can occur most naturally through action along with structured learning. In its redesign of the program curriculum for Cohort 2, the faculty is taking into account the cohort's learning style and eagerness to assume their movement leadership role. As one faculty member shared, *“One of the design modifications that we've made between the second cohort and first cohort [is] to take that into consideration and thinking the results of that first cohort is to have less ambitious expectations on the skill building side and to have people essentially learn as they go.”*

- **Implication:** The program and faculty need to be continuously mindful of habits of creating a tightly structured program, and instead create gathering spaces and an inter-session schedule that promote and allow for more of the cohort's leadership upfront. Through sharing with each other, examining their theory of change, underlying values, taking risks, making mistakes, and working towards a common product, they are likely to make good progress towards the same goals. Through instilling greater trust and faith in the cohort's leadership and making them aware of the resources and thought partnership available to them, the cohort will likely not only meet but also surpass expectations.

Lesson 6: Leaders must have capacity to be more than an activist. MEV's vision and mission require movement level leaders who are more than activists. This type of leadership requires individuals who are ready to work with other leaders and to plan and take action on a different scale. One faculty member observed that these characteristics are not only challenging to find and foster in leaders, but are also often underestimated in terms of its significance to effective movement building:

If you just bring your current leadership and your activism to the table, it's actually insufficient within the aspirations of the move to end violence. Getting enough people who would be able to essentially move towards a different way of work and also be able to push back against naysayers within the same field, including allies and mentors....it's not an easy task and people just have to be up to that to do that.

- **Implication:** This lesson underscores the need to screen carefully for potential cohort members who have the capacity to work with and range of change makers in the movement and to engage in strategic thinking on a large and long-term scale. In addition, as the Cohort

1 network works to identify more potential allies with whom they can collaborate to propagate the MEV vision, a clear understanding of MEV's vision of leadership are essential to helping these cohort members to not only find strong allies but also elevate their own leadership in that process.

Lesson 7: Movement building requires slowing down to move quickly. While the 20-months of the cohort experience initially seem like an adequate amount of time to create and implement ideas, the first cohort cycle showed how quickly the time could pass. Despite careful planning, the time leading up to Convening 6 still became highly compressed. In the aftermath of this experience, Cohort 1 shared their reflections on the importance of not rushing the planning process, having adequate time to make strategic choices and prepare for the different reactions and follow up needed for different audiences. A couple of cohort members, for example, reported the amount of follow-up “repair work” that they needed to do. They have had to assure their allies who have been working at the margins of the movement that their prior work is valued and foundational to the vision created. Similarly, one cohort member was not prepared to address the resistance shown by established leaders from the mainstream.

➤ **Implications:** The major implication from this experience is to allow for adequate time and resources to strategize before bringing in old or new allies and also be prepared to do the follow-up work needed to continue to foster alignment. A second implication, which has been incorporated into the revised MEV curricula design, is to put less emphasis on any one event or approach. Instead, more time will be devoted to engaging movement allies throughout the cohort experience. Finally, more time is needed to plan different scenarios with different strategies, tactics, framing, and messaging to engage different allies and targets. Thus, this will enable the cohort and alumni to be more responsive to different groups and changing contexts.

Lesson 8: Movement building requires framing that is both inclusive yet resolved to upholding the integrity and intended impact of the movement vision. Masters (2010) points to the importance of the framing in movement building activities, noting that these activities should not focus on a narrow policy; rather, these activities should be emphasized and understood as part of a larger, multi-issue, and holistic movement agenda. One cohort member recognized the importance of this:

It's taking a bigger risk and letting go of some of the fear around losing the focus on violence but keeping the gender lens. I think it's around investing in women and girls, not just because we want to end violence. That's not the leading frame that is going to be the big enough tent that's going to get folks from all the different movements at the table. That, to me, has to be reinforced.

- **Implications:** The implication of this lesson is to be able to continually work to find the right balance between inclusiveness and maintaining the integrity and impact of the movement. In particular, while trying to build the “big tent” of leaders, allies, and supporters to promote the “valuing women and girls,” the cohort must grapple with how to promote an intersectional, assets-based approach without diluting MEV’s mission to end violence against girls and women.

Conclusion

In conclusion, the evaluation of the MEV Program through the experience of Cohort 1’s shows that the design and implementation of this program to date has been nothing short of strategic and farsighted. The MEV faculty has skillfully applied the lessons learned from other movement building efforts, and shown great understanding of the strengths, weaknesses, and potential of the movement and adapted accordingly. In response, Cohort 1 has thrived and members are beginning to fully step into their expected roles as visionaries and “igniters” to lead the movement in new strategic directions. Our network analysis shows the incredible potential for the cohort’s reach and influence within the movement. There are already signs that the movement building work that has already been taken up by Cohort 2 will build upon and accelerate Cohort 1’s ground breaking efforts to end violence against girls and women.

Appendix A-1: List of Interview Respondents

Cohort One Members

- Aimee Thompson, Close to Home
- Beckie Masaki, Asian & Pacific Islander Institute on Domestic Violence (fiscal agent APIAHF)
- Corrine Sanchez, Tewa Women United
- Dorchen Leidholdt, Sanctuary for Families., Inc
- Joanne Smith, Girls for Gender Equity (GGE)
- Leiana Kinnicutt, Futures Without Violence, formerly Family Violence Prevention Fund
- Nan Stoops, WA State Coalition Against Domestic Violence
- Nancy Nguyen, BPSOS-Delaware Valley
- Neil Irvin, Men Can Stop Rape
- Patti Tototzintle, Casa de Esperanza
- Priscilla Gonzalez, formerly with Domestic Workers United
- Shakira Washington, Human Rights Project for Girls
- Suzanne Koepflinger, Minnesota Indian Women's Resource Center
- Tamar Kraft-Stolar, Correctional Association of New York
- Ted Bunch, A Call to Men

Faculty Members

- Puja Dhawan NoVo Foundation
- Kristen Zimmerman, Movement Strategy Center
- Jackie Payne, The Raben Group
- Norma Wong
- Emily Napalo (completed survey only)

Appendix A-2: Interview Protocols

MEV COHORT 1 FINAL ROUND INTERVIEW

ASSESSMENT OF MEV OUTCOMES (30-40 MINUTES)

1. How has participation in MEV helped you to understand your own power and the power of your cohort?
2. What is your assessment MEV's impact to the key short-term and LT outcomes? Elaborate why you picked your responses.

MOVEMENT BUILDING REFLECTIONS (20 MINUTES)

3. How has MEV helped you to leverage opportunities to advance the long-term vision to build the movement?

Interconnected Relationships

4. At this point, how has your own role changed, if at all in the movement? How has your organization's role changed, if at all in the movement?
5. How have you formally or informally collaborated with each of your cohort members and those who attended C6? (See survey)
6. How has MEV helped you to develop strategic relationships with others to move a shared agenda?

Alignment and Directionality

7. How have you shared or are sharing your vision with other movement makers across geography and roles?

Movement-minded resource mobilization

8. As a result of MEV, do you have plans to work with other groups in the movement to influence or secure resources to support your vision?

Out-of-the-Box thinking and action

9. One of MEV's goals is to help leaders think outside of the box. How successful has MEV been in meeting this goal?
10. Are there actions you or your allies are taking that inspire a new direction? (e.g., the change you want to see)

Power (Leadership)

11. How are you are you shifting the center of power?

CHALLENGES, SUCCESSES, NEXT STEPS AND RECOMMENDATIONS (10 MINUTES)

12. What were/are the major challenges that you encouraged within the MEV program? How well were they addressed by you, your cohort, the faculty or your organization?
13. What have the greatest successes of MEV?
14. What were the top 2-3 lessons learned from MEV that you are applying in your movement building work?
15. Do you have any recommendations at this point to further (1) your role, (2) Cohort 2's participation in MEV or role within the movement, and (3) the MEV program's design or implementation?

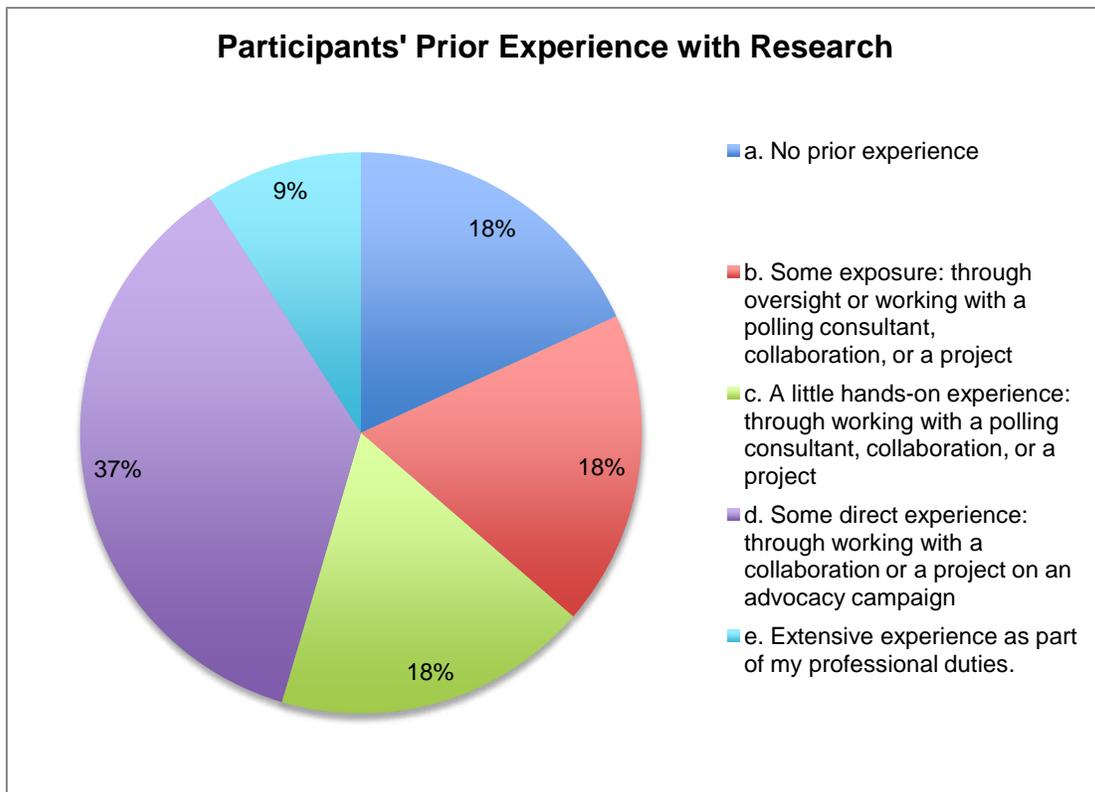
FACULTY INTERVIEW QUESTIONS (2013)

1. Ask faculty to complete this survey prior to interview:
<http://www.surveygizmo.com/s3/1215920/MEV-Faculty-Final-Cohort-1-Outcome-Assessment>
2. What is your assessment the strength of the movement along MEV's major outcomes? Meeting of the five MEV program goals? MEV's impact on the key outcomes?
 - a. Elaborate on outcomes where there was particular high or low impacts. What contributed to these results?
 - b. What have the greatest successes of MEV?
3. What aspects of the design and implementation worked well? What could be improved?
 - Design/integration of 4 major cornerstones
 - Selection process, convenings, interim work (OD, workgroups)
 - Composition & structure of the Faculty
4. What were/are the major challenges that you encountered in implementing the MEV program? How well were they addressed by you, your cohort, the faculty or your organization?
5. What are the major lessons learned from MEV to date?
 - a. Lessons in co-creation, power-sharing, promotion of movement leadership?
 - b. Lessons in building a movement that is sponsored by a major foundation
 - c. Lessons in addressing movement habits (e.g., addressing self care)
 - d. Lessons in building strategic thinking, movement alignment and directionality
 - e. Lessons in building long-term sustainability of this work
6. Do you have any recommendations at this point to further (1) Cohort 1's role, (2) Cohort 2's participation in MEV or role within the movement, and (3) the MEV program's design or implementation?

Appendix B: Evaluation Results from Research Practicum on Public Opinion Research

Overview of Participants

- **There were 11 participants in total.** In terms of cohort versus non-cohort composition, eight were cohort members and three were non-cohort members. In terms of boot camp participants versus observers composition, six were boot camp participants and five were observers.
- **All but two participants had at least some prior exposure to research.** In fact, nearly half of participants said that they had either “some” or “extensive” prior research experience.

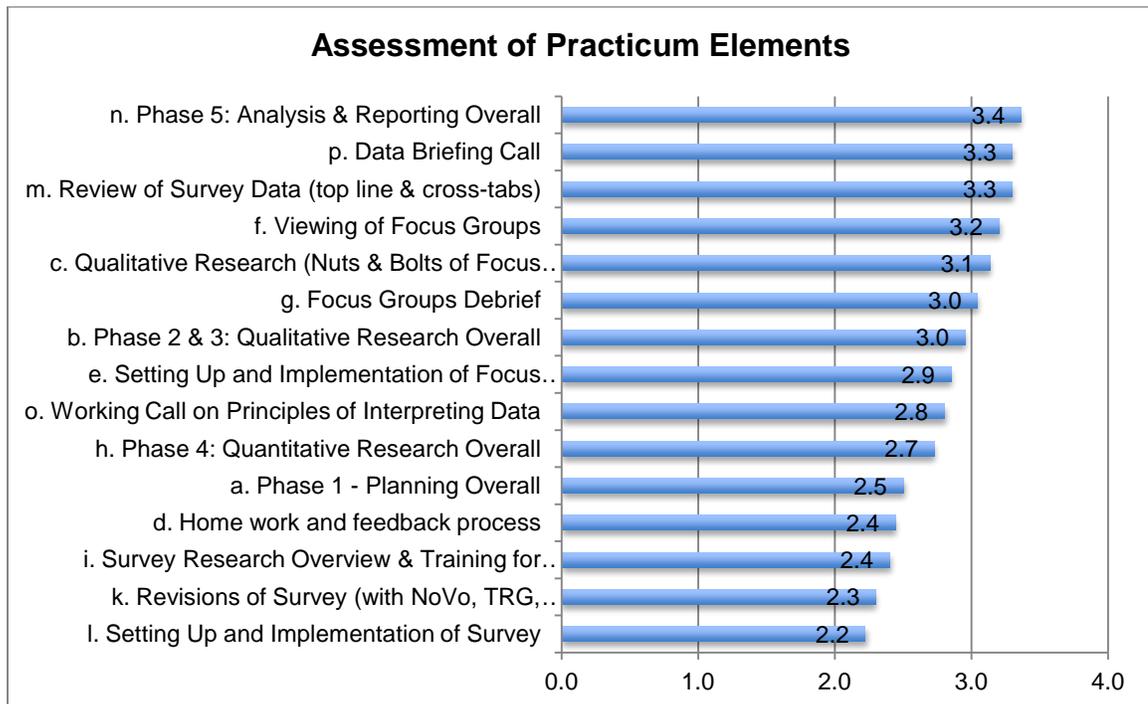


Assessment of Practicum Elements

- The overall ratings average for all Practicum Elements was 2.8, which means that participants found the practicum elements to be “somewhat useful” and “very useful” on average. Cohort members tended to find the Practicum Elements more useful on average than non-cohort members. Boot camp participants tended to find the Practicum Elements more useful on average than observers.

Cohort Members	Non-Cohort Members	Boot Camp Participants	Observers	All Participants
2.9	2.6	2.9	2.7	2.8

- The highest-rated Practicum Elements were: **Phase 5: Analysis & Reporting; Data Briefing Call; Review of Survey Data (top line & cross-tabs); and Viewing of Focus Groups.** For each of these Practicum Elements, nearly all participants had found the element to be “very useful” or “extremely useful.”
- The lowest-rated Practicum Elements were: **Setting Up and Implementation of Survey; Revisions of Survey (with NoVo, TRG, Subgroup, Cohort); Survey Research Overview & Training for Effective Survey Writing; and Homework and Feedback Process.** For each of these Practicum Elements, the majority of participants had found the element to be only “somewhat useful.”

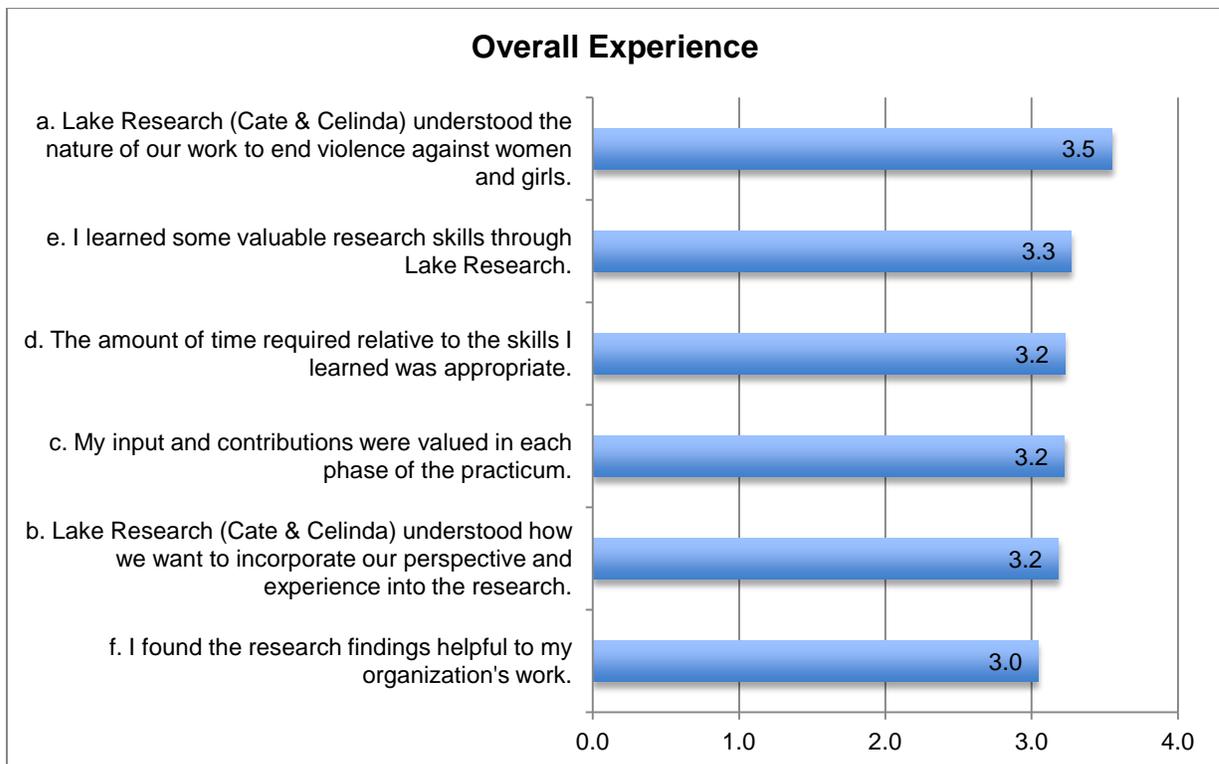


Overall Experience

- The overall ratings average for Overall Experience was 3.3, which means that participants “agreed” or “strongly agreed” with the six outcome objectives stated for their overall practicum experience on average. Cohort members rated their overall experience significantly higher than non-cohort members. In contrast, boot camp participants’ average ratings and observers’ average ratings were identical.

Cohort Members	Non-Cohort Members	Boot Camp Participants	Observers	All Participants
3.4	2.9	3.3	3.3	3.3

- Participants resonated most with the statement, “Lake Research (Cate & Celinda) understood the nature of our work to end violence against women and girls. In fact, eight out of 11 participants “strongly agreed” with this statement.
- Participants resonated least with the statement, “I found the research findings helpful to my organization’s work.” Participants’ response to this statement was mixed, as four “strongly agreed,” four “agreed,” two “disagreed,” and one “strongly disagreed.”



- Eight out of 11 participants said that they would do this practicum again. A slightly lower number (seven out of 11 participants) said that they would recommend this “boot camp” to other colleagues.

Open-Ended Feedback

- In terms of what they liked best about the Practicum, participants shared the following:

<i>Having the opportunity to see from start to finish how to get feedback from the general public and testing how messaging is going.</i>
<i>The opening at c4.</i>
<i>The analysis of the results</i>
<i>Doing this type of national research was new to me. It was a great opportunity to engage with experts in these conversations. I feel like I learned a lot from that. It was also interesting to think about engaging voters in this research. While I hope we can survey non-voters (immigrants particularly), it was useful to think in that way.</i>
<i>the analysis of data</i>
<i>different levels of ability to engage; that it was recorded</i>
<i>Watching the focus groups, seeing the results and the contributions/comments/input of Celinda and Cate</i>
<i>I love research so I am always excited about the development, implementation and analysis of data. I think the explanations on how to conduct qualitative and quantitative research was very helpful and necessary.</i>
<i>I liked the opportunity to include a staff member as observer though our staff person left the agency midway. I also liked that the opportunity to see/observed the focus groups was provided. Also, Celinda's personality and humor was actually great to work with...</i>
<i>The focus on understanding the landscape of how people understand VAW/GBV.</i>

- Participants also gained many “Ah Hahs” from the Practicum. These include:

<i>Love the focus group work, got the most out of that. I have research experience so it was fun to flex those muscles again, but trying to figure out relationship and resonance to my everyday work and my staff's everyday work is difficult.</i>
<i>That Human Rights test's well</i>
<i>I really loved looking at the cross tabs during the data review call. It was very interesting the focus group and attitude of every day peoples; Is need but time to gain the skills. I loved what we learned from the practicum as far as data interpretation.</i>
<i>Reaffirmed my understanding that what resonates within the field isn't what resonates outside. Loved that the Human rights frame tested well. Validated my organizations approach/focus on youth and education, social norm change and engaging men/boys.</i>
<i>Nothing too surprising. It was interesting however to see just how much influence the "issue of the day" has on people's opinions about a topic - i.e. bullying. It really highlights how influential the media is in shaping people understandings of issues and what they think is most important. A little scary (smile).</i>
<i>How critical wording is and how difficult it can be to get a concept across simply (even though I had a gut feeling about that).</i>
<i>Watching the focus groups made me realize all the misconceptions we are up against. Powerful. Would like to dive deeper in those discourses.</i>

- Regarding the Practicum’s curriculum shift from being about understanding how to do this kind of research to getting the experience of being a client working with a polling team, the participants who responded were divided. Half

of respondents liked the shift, while others disliked the shift. Those who disliked the shift explained that they had difficulty connecting to the curriculum as a “client” and would have preferred to learn more about how to effectively do research. Some also felt that the shift occurred too suddenly and without adequate input from participants.

One participant shared:

It felt like rather than exploring why things weren't working out prior to the shift, we took the path of least resistance and turned over research instrument designs out of cohort members' hands. This only create further disconnect from the process, tool and the results.

Recommendations

Recommendations	Sample Feedback
<p>Provide more opportunities for participant input and feedback, especially for cohort members. Participants felt strongly that involving the cohort in the planning process would have generated greater buy-in for the Research Practicum. They also felt that more input from cohort members would have made the content more relevant, in terms of its responsiveness to diversity and a “margins-to-center” approach.</p>	<ul style="list-style-type: none"> • <i>I really think this part of the cohort experience is invaluable (mainly because research is such an integral part of developing our programs and funding these days.) My only real critique is developing a way that cohort members can be more engaged in the development of the study including identification of populations of interest, issues, etc. This might help to keep folks engaged and enthusiastic about the results. But I also know that this process is really difficult to structure and organize, and that it's important to have certain things in place that may not be doable with the cohort members. But if there is a way to integrate them in some way it might be helpful. Involve the cohort more in the planning process. It seemed like you all had made all of the decisions before we were involved,. Create more buy in on the process from cohort members.</i> • <i>It needed to be more organically driven by cohort members and from the margins-to-center approach they take.</i> • <i>When I received the questionnaire, it just looked so DONE that I didn't feel I needed to give feedback. Once the results came in was when I realized that I had missed a valuable and important opportunity to give critical feedback to shift the direction of the questionnaire. I don't know if I could have, but I regret this immensely.</i>
<p>Engage cohort members in thinking about research earlier on. In particular, participants asked for more background information and discussion (particularly on the value of specific research methods) and more research skills building.</p>	<ul style="list-style-type: none"> • <i>I think this was an important experience. I would suggest engaging the bootcampers earlier in the cohort experience around the thinking about the research and bringing folks on board. It was such a fast experience. Being looped into or prepped for the experience a little early might result in higher levels of buy in for the actual experience.</i> • <i>After a while, I just didn't see how this research was going to be useful to my org because of my constituents. Perhaps more thorough conversation about why voters, why the focus groups, would be better.</i> • <i>Do more upfront skill building on survey design, focus group facilitation, and how to read results. I think an in-person mini convening (2 days and optional) on this topic would be awesome!</i>
<p>Provide more time with Research Practicum and the LRP team. Some participants felt that the conference calls were very “fast” and they could have benefitted from having more time to work on this.</p>	<ul style="list-style-type: none"> • <i>More time - I would maybe do a 1/2 day face to face with Celinda and LRP team to move things forward -- maybe those that are going to be in the practicum stay over a day during the convening that the research process is described. I think it would create more excitement, understanding and energy as to how things will get done.</i> • <i>Also, I know everyone was pressed for time, but some of the calls were so fast!</i>
<p>Provide more written materials and takeaways</p>	<ul style="list-style-type: none"> • <i>Being a visual learner, I would have liked to have done the Practicum via webinar and/or with written materials to follow about research. The notes were great and helpful - at it would have been nice to have a work book, etc.</i>

Appendix C: Formal and Informal Exchanges Before and After MEV

Exhibit C-1: Informal Exchanges among Cohort 1, Cohort 2, and Convening 6 Participants

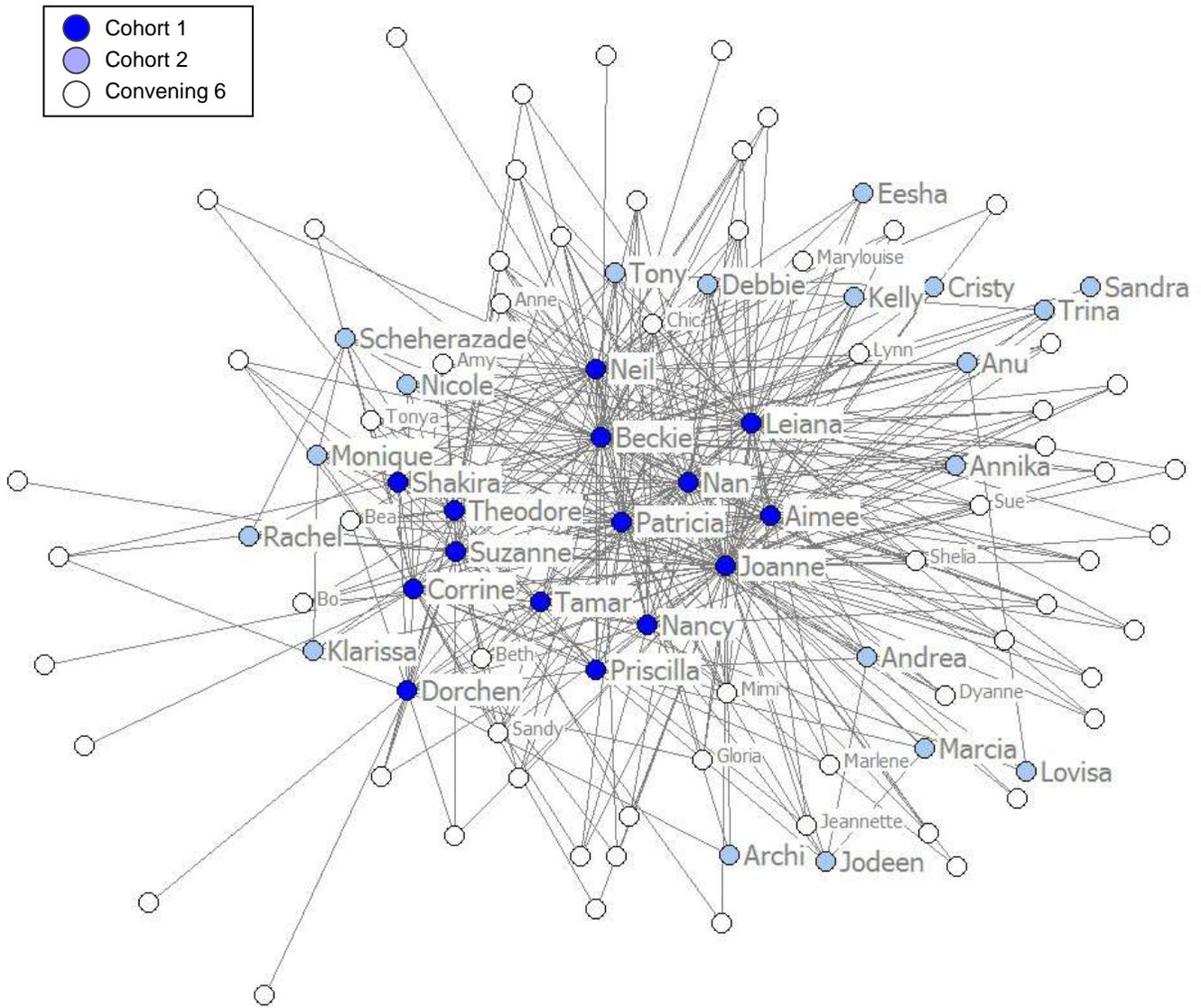


Exhibit C-2: FORMAL COLLABORATIONS with the Movement: May 2011

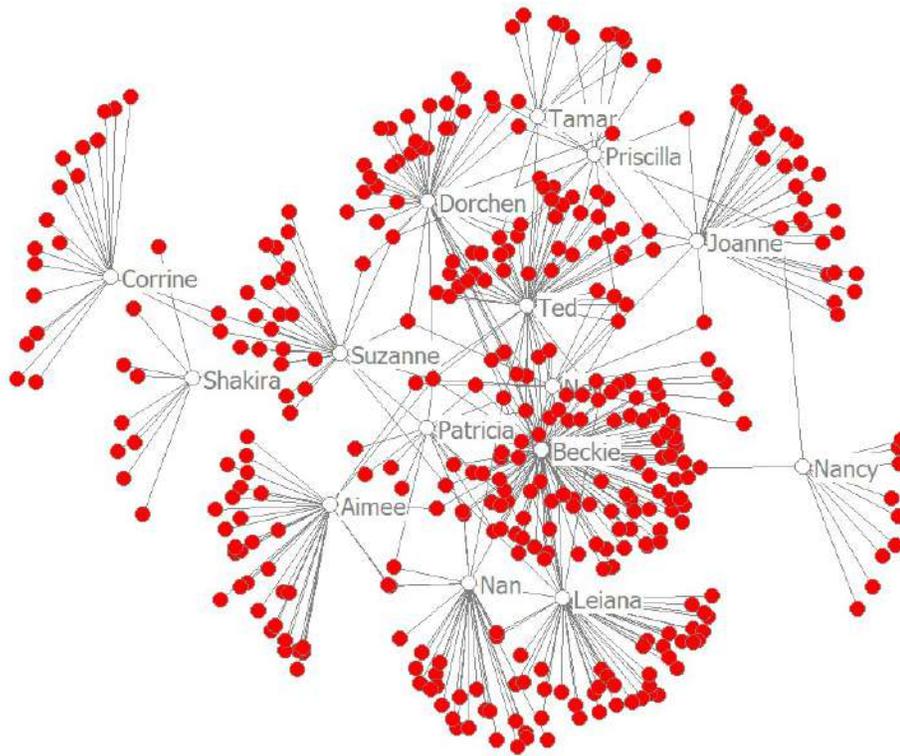


Exhibit C-3: FORMAL COLLABORATIONS with the Movement: April 2013

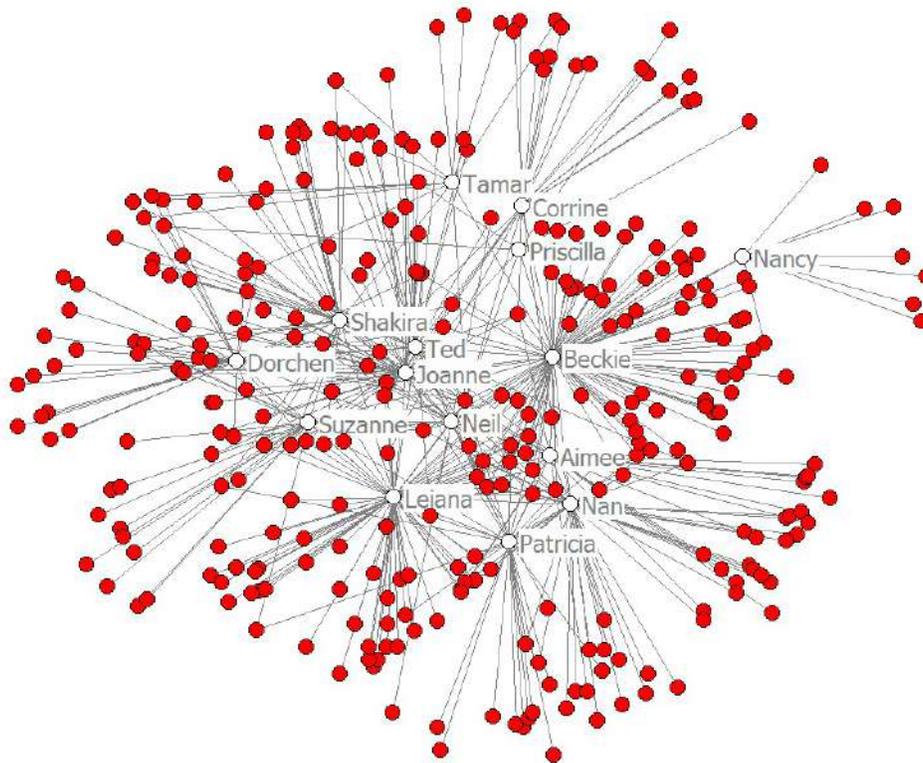


Exhibit C-4: INFORMAL EXCHANGES with the Field: May 2011

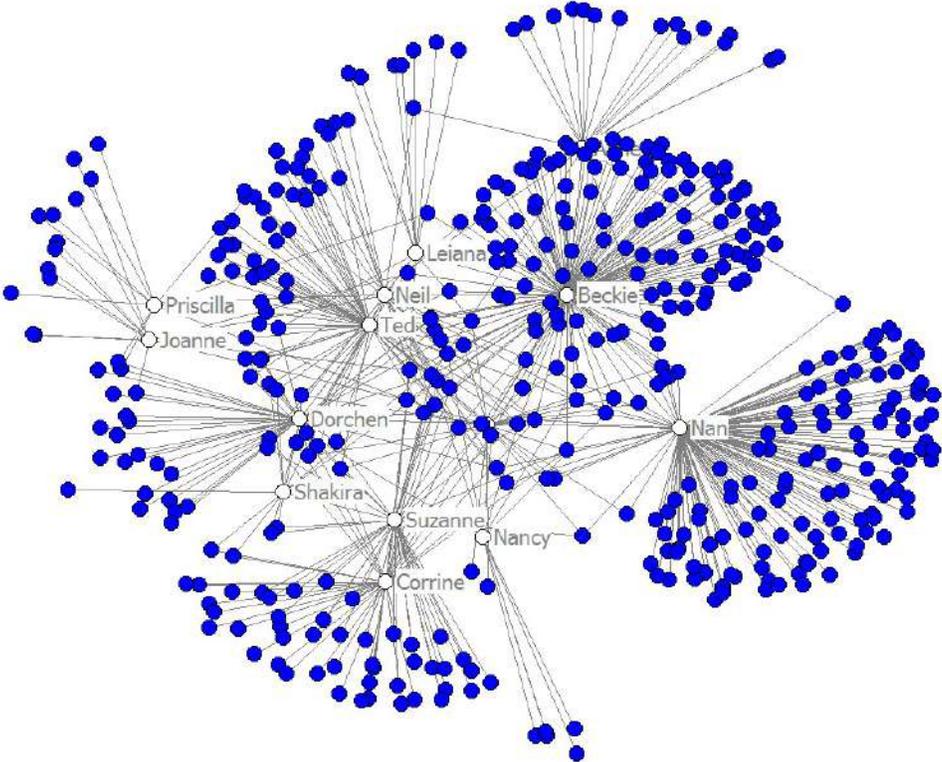


Exhibit C-5: INFORMAL EXCHANGES with the Field: April 2013

