1. Introduction

“MEV was like my Oz: I could break away and be in this magical, colorful, dynamic, deeply spiritual, deeply cultural space with my cohort. To share tears and laughs and dancing, and attitude and all of it, everything that makes Black, brown, and Indigenous people powerful, we were able to share with each other.” – Cohort 5 MM

In August 2022, the Move to End Violence (MEV) program held its final convening in Santa Ana Pueblo on Tewa lands in Albuquerque, New Mexico. It was the sixth and final convening for Cohort 5 and the last convening of the entire MEV program, bringing together members of all five cohorts in a hybrid (in-person and virtual) format. The 19 Movement Makers (MMs) of Cohort 5 were among the most diverse and dynamic leaders ever to participate in the MEV program. Having started their journey in 2020, in the midst of COVID-19 lockdowns, they had fewer opportunities than previous cohorts to meet in person but also more freedom to “choose their own adventure” and tailor the program to their specific leadership needs.

This Cohort 5 Final Report, prepared by MEV’s evaluation and learning partner, Social Policy Research Associates (SPR), documents Cohort 5’s stories, including key milestones, outcomes, and lessons learned arising from their experience. It draws on convening reflection forms, a pre-post social network analysis survey, observations of Convening 6, and in-depth interviews with 16 Cohort members and 8 MEV facilitators and staff. Unless otherwise specified, all quotes in this document are from Cohort 5 MMs. See Appendix A for more details on the evaluation, including the research questions, evaluation framework, and the data sources for this report.

About MEV and the Final Cohort

“MEV has greater humility about what we’re up to [than it did at the beginning] ...What we are here to do is to offer an incredibly resourced, rich learning space. We have to be really clear and rigorous about who we can do that best for, and then how to invite them into that with us...This group [Cohort 5] has come with us every step along the way.”
– Maura Bairley, MEV Facilitator and Organizational Consultant

Launched in 2011, MEV is a 12-year initiative, funded by the NoVo Foundation, designed to strengthen the collective capacity of the movements to end gender-based violence in the United States. Although the program evolved considerably over the years, it has consistently been guided by five interconnected and mutually reinforcing fundamentals: (1) beloved community, (2) liberation and equity, (3) transformational leadership development, (4) organizational development, and (5) movement building for social change. Through these

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1 16 Cohort 5 MMs were interviewed by phone and one MM responded to questions over email.
fundamentals, the program made deep investments in and sought to have an impact at the individual, organizational, and movement levels to promote strong, innovative, and sustainable movements to end gender-based violence.

The program has provided an intensive and holistic two-year experience to five cohorts over the past 12 years, each of which is connected to and builds upon the work and experiences of preceding cohorts. Over the life of the program, 93 individuals from 86 diverse organizations have participated in this cohort experience. Core elements that have been a hallmark of the program since its beginning are:

- Six restorative convenings;
- An emphasis on self-care and strategic thinking;
- Physical practice and experiential learning;
- An international convening to engage in peer exchanges with allied organizations and movement activists;
- Learning that is integrated into organizational work; and
- General support and organizational development grants for MMs’ organizations.

**MEV’s Evolution**

Although the cornerstones of the program have not changed, MEV has evolved significantly over the years in ways that have brought the program into stronger alignment with its values. Co-leadership and co-design, which were core components of MEV’s original logic model, have expanded with each successive cohort and led to profound changes in the program. Movement Makers have lobbied for the program to include an increased focus on liberation, racial and gender equity, and combating anti-Blackness and Indigenous invisibility. They also advocated for increasing levels of spaciousness in the structure of the convenings. As MEV responded to the needs of MMs, it transitioned from providing long days of highly curated content (as experienced by Cohort 1) to the implementation of Cohort 5 design principles such as “depth without drowning” and “choose your own adventure,” both of which invite MMs to engage at their own comfort level and to be responsible for their own learning. Over time, the program has also moved into greater alignment with its values through its expanded support for caregiver and companion expenses, intergenerational programming, healing and spiritual practice, and increased attention to creating an inclusive and caring environment for MMs and their families through thoughtful logistical planning and the curation of locations for meetings.²  

² Starting with Cohort 4, MEV more rigorously vetted convening locations to ensure that the environment would feel safe for a cohort that was predominantly BIPOC and that included transgender and gender nonconforming members. In addition, MEV staff visited convening locations in advance to speak with and prepare the staff to ensure that the environment was as supportive as possible.
One significant transformation of the program has been the degree to which it has centered the leadership of those most impacted by violence, both in the make-up of MEV’s staff, facilitation team, and consultants, and in the composition of Cohort 5. In 2018, the program transitioned from a single white Executive Director to Co-Directors (Priscilla Hung and Monica Dennis), both of whom are women of color. MEV also sought to hire and engage predominantly Black, Indigenous, and People of Color (BIPOC) staff, facilitators, and consultants. Monica Dennis described the team “holding,” coordinating, supporting, and facilitating Cohort 5’s experience in the following way: “We have an incredibly gender diverse, culturally diverse, language diverse, spiritually diverse team of people holding MEV. It's the queerest, the most Indigenous, the Blackest, most multilingual, most non-U.S. centered group of folks MEV has gathered to guide, shape, facilitate and lead this cycle.” MEV Director of Operations, Sequoia Ayala, reported that the diversity of the MEV team has had a direct influence on the “way [MEV has] sought to interrogate our community values and agreements,” “develop program policies,” and “make decisions around how to allocate resources.”

This leadership was instrumental in the selection of a final cohort that is comprised of transgender and gender non-conforming (TGNC) and BIPOC movement leaders. The leaders of Cohort 5 represent a significant actualization of MEV’s vision of centering leaders who are from the groups most impacted by violence but who have not historically been fully seen or centered in the movements to end violence. The Program Director of MEV, Latishia James-Portis, described Monica and Priscilla’s leadership, as well as the leadership of the design team, as key to “having a large portion of TGNC folks in the cohort” and, thus, “centering those who typically had not been centered or not centered in the mainstream.” The selection of Cohort 5 was also influenced by the fact that it was the first cohort where co-design was a central feature from the start. Monica Dennis described,

“This fifth cycle is the first one that we designed, as a collective, from start to finish. Historically, MEV and NoVo staff shaped all aspects of Movement Maker selection and engagement as well as program vision. At various points in the process, MEV consulted with design partners and Core Faculty to bring the vision to life. In August of 2019, the Co-Directors convened a design team the reflective of every area of the MEV ecosystem. The team included MEV programmatic and administrative staff, NoVo program officers, Claudia Lopez our graphic facilitator, Telesh Lopez our Language Justice partner, and Core Faculty members Amate Perez, Trina Greene and Maura Bairley who also leads our Organizational Development component. At that gathering in New York City, we reflected on lessons learned, honored our core strengths as program, mapped out the political questions and tensions that movements were contending with. And most importantly, we envisioned how we could create restorative and collaborative spaces for the incoming cohort. And then those same people, along with a few others, actually got to participate in every element of building the cohort experience; from cohort selection
The design team shifted the cohort selection process to better understand the movement work that applicants were engaged in. The MEV Facilitator and Organizational Consultant, Maura Bairley, described that in selecting Cohort 5, “we knew we were looking for people who already had a political home elsewhere and who were accountable to their community. That’s a real shift from MEV saying, ‘We are going to be the political home.’”

Another core element of the program that was added in the later stages of MEV was the integration of Language Justice into all aspects of the program, including the application process. Priscilla Hung, Co-Director of MEV, described that the MEV program sees Language Justice as a portal to “communicating in ways that are non-violent” and to “connecting to ancestral wisdom, practices, and cultures.” All convenings were held in Spanish and English, and the cohort also engaged in rich discussions about the liberatory aspects of language. The Language Justice team also worked to diversify their members and engaged in their own reflective practice to ensure that their vision was aligned with MEV’s. For example, in centering Black language, the Language Justice Team specifically reflected on the invisibilizing of Black folks in Latinx identity and the impact of Black culture on language formation and evolution. Catalina Nieto, a member of the Language Justice team, said, “MEV also really pushed us to build a Language Justice team that centers Black folks... That became one of our main goals as we started really supporting the process of Cohort 5.”

Finally, as will be described further in Chapter 2, Cohort 5’s experience was significantly altered by the COVID-19 pandemic—so much so that several MMs described themselves as the “COVID Cohort.” Below we outline the major shifts in design that were precipitated by the pandemic.

- **Shift to virtual or hybrid convening structure.** Except for the international convening in Puerto Rico, all the convenings for Cohort 5 were virtual or hybrid. Elements of the program were shifted to ensure that MMs could replicate aspects of the restorative convening experience and to fully engage in the virtual or hybrid programming. These included support for equipment MMs needed to connect virtually (e.g., laptops, headphones, etc.), “care boxes” with snacks and small gifts, a food stipend for each of the convening days, and a dependent care stipend. In addition to these supports, MEV

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3 Although the later convenings of Cohort 4 included Language Justice, it was not integrated in a holistic way throughout their entire MEV experience as it was with Cohort 5.
paid for accommodations (e.g., Airbnb reservations) so MMs could attend the virtual convenings from their own retreat spaces.

- **Moving the international exchange to Puerto Rico.** The Cohort 5 international convening was originally planned to take place in Central America, however, due to COVID-19 travel restrictions it was relocated to Puerto Rico. International partners from Honduras then traveled to Puerto Rico to meet the Movement Makers. This shift was also necessary to reduce risk and provide safer travel for folks who have visas, mixed-status households, or do not have immigration documents. And it was seen as an important opportunity to learn about and discuss US colonialism, Indigenous invisibility, land sovereignty, and anti-Blackness with local advocates and organizers of Puerto Rico.

- **Shorter convening days, giving MMs more choices for how to structure their participation.** Instead of full eight-hour days, convenings consisted of three two-hour morning sessions, followed by optional afternoon sessions. This provided MMs with more flexibility in how they engaged and the degree to which they were able to balance MEV with other life responsibilities (personal or work related).

- **Monthly virtual gatherings to support relationship building.** Members of Cohort 5 were provided with opportunities to meet regularly outside of the formal convening space. These were spaces for MMs to inform the convening design, as well as spaces to share their work and connect with one another in a more informal setting. These were important for creating a sense of continuity given there were few in-person opportunities to deepen relationships.

**Overview of this Report**

The remainder of this report consists of three chapters. In Chapter 2 we present an introduction to the MMs of Cohort 5. Chapter 3 highlights program features, including MMs’ feedback on convenings and organizational development supports. Chapter 4 lifts up stories of impact at the individual, organizational, and movement levels. Finally, Chapter 5 of the report focuses on movement building lessons arising from Cohort 5’s experiences and their hopes for the future.
2. Overview of Cohort 5

This chapter provides a brief overview of the Movement Makers of Cohort 5. As stated in the introduction, centering those most impacted by gender-based violence in the selection of this cohort was a priority for the MEV program.

Cohort 5 Movement Makers

“When you look at gender-based violence and who is most targeted, this is us, this is our cohort.” – Cohort 5 MM

MEV Cohort 5 is comprised of nineteen MMs who are storytellers, activists, community organizers, creatives, and more. The Cohort is exclusively BIPOC and includes several members who are trans, non-binary and gender non-conforming, working across the many issues and sectors of movements to end gender-based violence. Of the nineteen, a large majority are executive directors, co-directors, or CEOs of their organizations, with several also being founders and creators. Additionally, other members’ titles include Statewide Coordinator, Community Organizer, Project Director, and National Organizer. In interviews, many described their cohort as uniquely representative of those most impacted by gender-based violence, with many being survivors themselves. Movement Makers lifted up how distinctly special this cohort was for this reason combined with the depth and breadth of expertise and experience that the cohort holds. For a full list of the Cohort 5 MMs and their short biographies, see Exhibit 1 on pages 7-11.

Beyond the titles they wear, Cohort 5 MMs shared about the communities they are deeply connected to that both shape and hold them. When asked, “Who are your people?” MMs described being in community with people that love them and help them feel safe, seen, and whole. Many MMs identified folks from the LGBTQ+ community or specific racial, ethnic, and/or cultural communities, including Hmong, Black, Latinx, Nimipuu nation, Haitian, Lenca-Kakawira, and more. MMs described feeling connected to people living across and outside of the United States, as well as diaspora people living all over (“They are the seeds that got scattered”). MMs also described their beloved families, biological and chosen, naming deep bonds with siblings, parents, elders, and children. Some identified a connection with sentient beings, sex workers, people struggling with mental illness and substance abuse, the earth, animals, and ancestors. Finally, MMs went on to describe their people as powerful, joyful,

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4 Cohort 5 movement makers’ full profiles can be found on their website: https://www.movetoendviolence.org/types/interview
healing and transforming. To see where Cohort 5 MMs were geographically located, see Exhibit 2.

Cohort 5 MMs are people committed to movement work and integral to that work is the practice of creating, finding, and experiencing joy. Their recognition and embodiment of joy is a critical aspect of their anti-violence movement work, as joyful practice is a critical piece of healing trauma and building towards collective liberation. In their profiles, MMs described the many aspects of their movement work that brought them joy. Being in community and building relationships was critical for many MMs, and they noted the magic and connection that occurs when people build power, try new strategies, and share stories with one another. Some highlighted the joy they receive from bonding with folks who share similar cultures and experiences as them. MMs further described movement spaces and communities as nurturing and healing, and several MMs also identified the joy of celebrating successes in their movement work; success was defined at the individual, community, and movement levels. MMs talked about providing direct services to help community members thrive and achieve their dreams. They also discussed the collective power of movement building and organizing spaces. Finally, several MMs described the joy of expansive transformation, sharing how their movement work allows folks to imagine and create beyond what they have known or experienced (“the abundance that you feel when you imagine beyond the harm”).

“I think our cohort was just so incredible and dynamic, and very different than the other cohorts, and really a true, ‘This is what’s possible, this is what our leadership is looking like.’” – Cohort 5 MM

Exhibit 1. Cohort 5 Movement Makers

Aneiry Simonnaeh Zapata was born in a small black-Garífuna community called “Sambo Creek” in Honduras and is a Garifuna Committee Organizer with the Black LGBTQIA + Migrant Project. She is a transgender Black woman, a primary education teacher, a feminist, and a human rights activist, and specifically LGBTQIA+ rights.

5 The short biographies are drawn from Movement Maker profiles on the MEV website, found here: https://www.movetoendviolence.org/types/interview

6 Movement Maker Portraits were developed by Elizabeth Niarhos: @liz_artistry.
Chhaya Chhoum and her family lived in refugee camps in Thailand and the Philippines before being resettled to the US. In 2012 she co-founded Mekong NYC, empowering Southeast Asians through arts, culture, community organizing, and advocacy. She is the executive director of Mekong NYC.

Mrs. Daroneshia Duncan-Boyd is an unapologetically Black, trans woman and Southerner and the Executive Director of TAKE Resource Center, a trans, people of color-led organization. Transgender Advocates Knowledgeable Empowering (TAKE) serves as an advocacy, support, direct service, and resource center for trans and non-binary communities in Birmingham, Alabama.

Evonné Kaho is the founder and CEO of the first Black transgender nonprofit in the state of Mississippi, Love Me Unlimited 4 Life, an interdisciplinary organization that offers resources, education, counseling, and support to Mississippi’s LGBTQ community and those living with HIV.

Imara Jones, whose work has won Emmy and Peabody Awards, is the creator of TransLash Media, a cross-platform journalism, personal storytelling and narrative project, which produces content to shift the current culture of hostility towards transgender people in the US.

Indira Henard has been with the DC Rape Crisis Center for the last twelve years serving in different capacities, including leadership roles in fundraising, operations, cultivating relationships and strategic partnerships, as well as coalition building. As the Executive Director, she has not only repositioned the oldest and the first rape crisis center in the country, but she has laid a strong
foundation as the agency prepares to celebrate 50 years of survivor centered, and community led services.

**Jennicet Gutiérrez** is a transgender immigrant Latina from Tuxpan, Jalisco. She is a National Organizer with Familia: Trans Queer Liberation (TQLM) Movement – a national trans and queer Latinx and immigrant grassroots organization organizing at the intersections of trans and queer rights, and migrant and racial justice.

**Juniperangelica Gia Loving** is a queer, trans Latina, mother, and community organizer based in the Bay Area/Ohlone Land, originally from El Monte, CA/Tongva Land. She is an artist, strategist, scholar, designer, speaker, Libra, and lover. Juniperangelica is the Associate Director of Gender Justice Leadership Programs at GSA Network & Transgender Law Center.

**Kalayo Pestaño** is Co-Director at API Chaya supporting the self-determination, safety, and wellness of survivors of gender-based violence and human trafficking. API Chaya builds power by mobilizing Asian Pacific Islander and immigrant communities to end abuse and exploitation, creating a world where all people can heal and thrive.

**Logan Meza** is a young Afro-Colombian, non-binary/trans person and one of the Interim Co-Executive Directors for S.O.U.L. Sisters Leadership Collective, which supports new leaders that have “lived and breathed” the inequalities of our legal, educational, and economic systems. They are also a founding member of the South FL Mutual Aid Coalition. They are also a founding member of the South FL Mutual Aid Coalition.
M. Adams is a community organizer and Co-Executive Director of Freedom, Inc. Born and raised in Milwaukee 53206 to a single Black mother, Adams survived many forms of institutional and state-based violence and knows intimately the terror patriarchal violence causes inside of relationships, homes, and families.

Matice Moore is a Black, queer, non-binary artist and facilitator from Arizona and a Co-Director of the Brown Boi Project. With an emphasis on leadership development, group process, and healing through creative practice, Matice has worked for over 20 years with youth and adults to address issues related to institutional equity, racial justice, and gender justice.

Morning Star Gali is a member of the Ajumawi band of the Pit River Tribe located in Northeastern California. She serves as Project Director for Restoring Justice for Indigenous Peoples (RJIP) and as the California Tribal and Community Liaison for the International Indian Treaty Council, working for the Sovereignty and Self Determination of Indigenous Peoples and the recognition and protection of Indigenous Rights, Treaties, Traditional Cultures and Sacred Lands.

Nicole Santamaría serves as Executive Director of El/La Para TransLatinas, continuing to develop the organization’s diverse programs while supporting staff’s development and growth, strengthening partnerships with community allies and organizations, ensuring continued funding and financial stability, and serving as its spokesperson and representative to the public at large.
Ninaj Raoul is a co-founder and community organizer at Haitian Women for Haitian Refugees (HWHR) in New York, an organization founded in 1992 to respond to the human needs of Haitian refugees and immigrants in the U.S. fleeing persecution.

Paris Hatcher is the founder and Director of Black Feminist Future, a national Black feminist organization that amplifies and builds the power of Black feminist leaders, organizations, and movements. In this capacity, she also serves on the leadership team of the Movement for Black Lives.

Pheng Thao, MLS, MA has been actively building the Southeast Asian community for the last 15 years as a visible pioneer in developing new concepts of masculine expressions and male practices. He is the Statewide Coordinator for the Men and Masculine Folks Network.

Shenaaz Janmohamed is the founder and co-director of Queer Crescent. A healing practitioner of Shia Muslim Khoja ascent, she has over 15 years experience with organizing, individual and collective healing practice, and facilitation work. Shenaaz sees the power of transmuting and shaping cultures in which LGBTQIA+ Muslims thrive.

tai simpson is the co-director of the Idaho Coalition Against Sexual and Domestic Violence. She is known as “The Storyteller” in the Indigenous language of the Nimipuu nation (Nez Perce Tribe of Idaho). She is a direct descendant of Chief Redheart and serves her community as an organizer, activist, and advocate.
Exhibit 2: Where Cohort 5 Movement Makers Were Based
3. Program Design and Implementation

This chapter provides an overview of Cohort 5’s core program design and implementation elements, which were intentionally and strategically thought out to provide care and space for the MMs. It also includes a summary of their six convenings and highlights MM feedback on convenings and organizational development supports offered, collected from convening reflection surveys and interviews with MMs at the end of their cohort experience. This rich context is key to understanding the individual, organizational, and movement outcomes presented in Chapter 4.

Program Design

“The metaphor of MEV is this greenhouse where activists come in from elsewhere—some are growing in a desert, some are growing the forest, some are growing wherever—and they get to come into this really resourced space to rest honestly and be nourished. And to learn and reflect with each other.” – Maura Bairley, MEV Facilitator and Organizational Consultant

The planning for Cohort 5’s program began well before the pandemic and was significantly influenced by the diversity of MEV staff and their shared values. This in turn led to a multi-layered and complex shift in how the program was planned for and run, which was both political and driven by the lived experiences of the team. MEV’s centering of those most impacted by gender-based violence fundamentally changed what was possible for this MEV cycle. Staff made intentional decisions to center the unique and diverse C5 MMs thus modifying how MEV approached care, the integration of Language Justice and Healing Justice, and the topic areas of juicy conversations. Priscilla Hung noted that staff were thoughtful about what “it meant to Blackify and queerify the space in order to be ready for this [C5] Cohort.”

When staff became aware of the global health crisis, further shifts were made to implement programming and supports effectively and with intention as it became clear that this cycle would be even more unlike any other than they had originally anticipated. For example, convenings were held in a combination of virtual, hybrid, and in-person formats. As shifts were made, staff were responsive to the ever-changing environment and took care to hold true to MEV’s values and guiding principles. Moreover, as the pandemic unfolded and systems of oppression intensified, staff took extra care and effort to create space for healing as they recognized the disproportionate harms further experienced by trans women of color, Black and Indigenous communities, TNGC BIPOC parents, and the Islamic community. Maura Bairley shared that whether online or in-person, MEV staff were intentional and made great effort to “curate learning and hold space to practice in a beloved community.” This section of the report
provides an overview of the program design as it was experienced by Movement Makers and lifts up their reflections and feedback.

**Influence of COVID-19 Pandemic and Virtual Convening Spaces**

“Everything under the sun went into pandemic, which meant that MEV put all these resources into [virtual convenings]. All other humans had to adapt, had to still connect in what was possible. So that’s how I understand it to be, it was different because the world was different.” – Cohort 5 MM

MEV’s Cohort 5 cycle occurred during the ups and downs of a global health pandemic and thus staff and MMs alike had to respond to shifting health and safety guidelines, changing conditions, people’s different comfort levels with exposure and risk, varied levels of vulnerability to illness, grief, and high levels of stress and anxiety. As a result, Convenings 1, 2, and 4 were held entirely virtually; Convening 3 was hybrid with the option to gather on-site on Ohlone land in Oakland and Muscogee land in Savannah; Convening 5 was held in person on Boriken Taino land in Puerto Rico; and Convening 6 had both hybrid and in-person elements in Santa Ana Pueblo on Tewa land in New Mexico.

Movement Makers reflected on their experiences in virtual and hybrid spaces, noting many positive aspects of these convenings. MMs expressed appreciation for the resources that supported both their rest and participation in convenings, as well as MEV staff’s dedication to an Intersectional Care and Logistics framework that centered providing everyone with what they needed. As previously noted, this was a core programmatic element intentionally designed by MEV staff to provide a high-level care and support to communities that are not only most impacted by gender-based violence but are not given the level of care that they often provide others through emotional and physical labor. Some MMs even described the virtual format as more inclusive and easeful compared to in-person convenings because they were able to attend from the safety and comfort of their own homes. MMs also noted that virtual convenings provided them a sense of community and connection, albeit not as deep had convenings been in person, and they were still able to grow and learn through deep conversations and reflection in virtual spaces. Finally, for some, the virtual format was required for their participation due to health and safety issues, anxiety and stress levels, and family demands on their time.

“[Virtual convenings] achieved incredible results with the conditions we had, that we did manage to establish community and connections, interactions.” – Cohort 5 MM

Movement Makers also highlighted the cohort’s desire to build deeper bonds through in-person connections. For many, the virtual format did not foster the deep relationship building that they would have liked. MMs found it challenging to connect with one another online for many reasons, including screen-fatigue and difficulty staying present. And the hybrid format of
Convening 3 in particular brought with it challenges for both in-person and virtual attendees. See Appendix D for overarching themes and illustrative quotes, which provide nuance and detail into Movement Makers’ experiences with virtual and hybrid convening formats.

**Convening Design, “Ah-Ha” Moments, and Opportunities**

“People were just really real and honest. I mean, we had folks that were disclosing really personal information because they trusted each other. They trusted the group to hold them and to hold each other. And I think because we were able to connect outside of work and be very real about what’s going on in person, I think it just made it easier for us to just connect with each other when we were finally in person after being virtual.” – Cohort 5 MM

Convenings were thoughtfully designed spaces for cohort members to build mutual trust and respect, be cared for and seen, and to learn about transformative practices together. The next section provides a focused description of every Cohort 5 convening, including key topics and activities, “ah-ha” and magic moments, and areas for further exploration. Descriptions draw on convening reflection survey results and convening materials, including agendas, slide decks, videos. MMs’ quotes about their convening experiences are also highlighted. These descriptions provide insight into curriculum design and implementation, as well as how the cohort experience evolved over the course of their cycle. This context builds a foundation for our subsequent presentation of MMs’ feedback and stories of impact.

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7 The illustrator for the visuals for Convening 1, 2, and 6 is Claudia Lopez. The illustrator for Convening 3 is Elizabeth Niarhos (@liz_artistry). Lorena Estrella was the illustrator for Convening 5 and Juan C. Davila was the photographer for Convening 5.
Virtual Convening 1: Radical Welcome and Rest

**Key Topics and Activities**
- Language Justice Practices
- Healing Justice Practices
- Rest and Regeneration
- Altar-Building
- MEV Trajectory

**Ah-ha and Magic Moments**

- **Language Justice** – Modeling of LJ practices was an important learning expansion for MMs, several of which noted how they plan to take these practices back to their own work, programming, and everyday life. MMs were inspired, moved, and affirmed by MEV’s LJ.

- **Good rest** – MMs discussed how rest can support movement making and dived deeper into what rest really looks and feels like. For some, this was the first time they really explored “rest,” with one MM sharing they realized that they had never seen a good example of rest.

- **Blossoming connection and conversation** – MMs expressed deep gratitude for shared reflection and discussion, describing how meaningful and valuable small group breakout rooms were to their learning and connections.

- **Opportunity to engage in self-care** – Various self-care and Healing Justice practices were made available to MMs, such as yin yoga. This was a highlight for MMs as they noted how needed and helpful it was for them as individuals and movement makers.

  “I am so grateful and excited to learn more about Language Justice and all of the intersections it encompasses and looking forward to using it in our work.” – C5 MM

**Areas for Further Exploration**

- **Support to deepen connection** – MMs suggested more breakouts and dyads, connecting in pods sooner, and more supports for first-time engagements between MMs.

- **Addressing pandemic trauma** – Responses indicated that there was a missed opportunity to address present harms and trauma related to the pandemic and make space for practical discussions about MEV’s expectations of MMs in light of this trauma.

- **Inability to be fully present** – MMs described how their mental and physical health impacted participation. For one MM, this resulted in not being able to “really [let] the radical welcome set in.”

  “I felt both seen and challenged by the conversation on rest and regeneration. I appreciate holding the points of tension in the space that we also hold in our movements.”
  – C5 MM

  “The missed opportunity was in giving space to the cohort to discuss the actual trauma that we are all facing. A lot of the conversation was on more abstract ideas of trauma, but members of our cohort were experiencing loss and pain as a result of COVID in real time...”
  – C5 MM
Virtual Convening 2: Courageous Leadership in Times of Crisis: Cultivating Core Strength, Vision, and Spaciousness

Key Topics and Activities
- Cultural Practices
- Leadership for Liberation
- Purpose, Vision, & Core Strengths
- Forward Stance
- Black English Language Justice

Ah-ha and Magic Moments
- **The healing power of sound** – gina Breedlove’s sound healing session was a highlight for several MMs. MMs noted how gina helped them heal and connect to the grief living in their bodies.
- **Exploring one’s purpose** – Several MMs shared that exploring and reflecting on their purpose, vision, and core strengths was affirming and helpful. MMs were thankful for the space to reflect and reground themselves. This also created an opportunity for MMs to be vulnerable and deepen their conversations with one another.
- **Centering pro-Black Language Justice** – MMs were moved by the LJ presentation, describing it as powerful, brilliant, well-done, and sobering. One MM noted that it was very much needed in this space and at this time.
- **Strength and vulnerability in sharing** – Sharing openly and honestly was a highlight for MMs during the convening, especially as folks discussed their struggles in leadership. MMs described opening themselves up to the cohort and having more of a willingness to be seen and heard by one another. Several MMs talked about how much they learned from hearing other MMs share their personal journeys, both as people and as courageous leaders.

Areas for Further Exploration
- **More small groups** – MMs greatly valued time to reflect in small groups and requested MEV staff increase these opportunities in the future. Some MMs felt that too much time was spent with the whole group and that while the panel was appreciated, the size of the panel limited the depth of the conversation.
- **More time in the same pods** – After the first convening, many MMs expressed excitement about and appreciation for their pods. Thus, several MMs expected to have more time with those same pod groups and were confused by the new pod compositions.

> “On a personal level, I also experienced a kind of willingness to be seen that felt important and transformative during this convening.”
> – C5 MM

> “A lot of people from different backgrounds and experiences - able to vent and hear how they respond to different problems and be a better leader. Sharing was so important and letting me know that I’m valued and heard, and insight on what is and isn’t my fight.”
> – C5 MM

> “I always feel so blessed in assembling with the whole community. There are always thoughts so powerful that I jot them down as loving reminders or mental notes for when I need them.”
> – C5 MM
Hybrid Convening 3: Leadership for Liberation: Deepening our Relationships, Shared Analysis, and Readiness to Move Together!

Key Topics and Activities
- US Imperialism
- Leadership & Organizational Journeys
- Shared Liberatory Practices
- Healing Justice
- Garifuna Peoples’ Movements
- Preparation for Intercambio

Ah-ha and Magic Moments
- Deepened intentional connection – Reflection form comments highlight the depth of the relationships that MMs built and fostered with one another. MMs described conversations and moments with each other as “heartfelt,” “intimate,” and “profound.” Those attending in person shared how in-person outings and informal moments between sessions deepened their connections to each other.

- Healing as part of liberation – Juju Bae, gina Breedlove, and Heidi Lopez’s session, “Healing, Love, and Liberation,” was identified as an impactful moment for some MMs as it resulted in new mindset shifts.

“*The last meeting with my group...a super intimate and real space, naming our pains, struggles, love and hopes.*” – C5 MM

“I loved the folks in my pod. It was a vibe. I want to be back in that pod again. Everyone played a role, looked after each other, and gave folks space. Just wonderful.” – C5 MM

“It was the convening in person that we had, which really made this convening magical. It was the intimate moments we had in-between the sessions that allowed for deeper connections and relationship building.” – C5 MM

“After we moved to second hotel we were at home.” – C5 MM

Areas for Further Exploration
- Hybrid issues – Those that convened in-person had difficulties related to safety concerns and the physical absence of MEV staff. Virtual participants noted the challenges of scheduling time with their virtual pod mates. MMs also noted a sense of disconnection between the virtual and in-person groups.

- Desired depths not reached – MMs shared that at times juicy conversations did not go deep enough. MMs would have liked to hear more folks share their thoughts and dive deeper into content, however the size of the group and the time allotted made this difficult.

“*When we made the decision to share about accommodations and safety concerns of the hotel we were staying in. I wish we trusted our guts and didn’t take long to share it with staff of MEV. We were questioning our self and our needs. But really praise they [MEV’s] prompt response.*” – C5 MM
Virtual Convening 4: All About Love: New Legacies of Leadership

Key Topics and Activities
- Beloved Community
- Collective Movement
- Black Feminism
- Courageously Responding to Conflict & Harm
- Liberatory Power
- Grief & Heartbreak
- Organizational Transitions

Ah-ha And Magic Moments
● Grief and heartbreak – Wisdom circles gave MMs the opportunity to discuss how grief, trauma, and heartbreak show up in their work. Some shared that these conversations were healing and powerful, as well as an important reminder to make intentional room for grief and healing on their journeys. MMs described how these circles helped them move forward and sparked new revelations.

● Feminisms – MMs were grateful for the deep conversations on Feminisms, specifically Black Feminism, in movement work. These conversations were described as inspiring and nurturing.

● Deepened collective movement – MMs described a deepening of their collective movement and Forward Stance practices. They shared that they felt more grounded, were able to connect abstract lessons to the physical practices, and expanded their understanding around intentional rest and “love in movement.”

Areas for Further Exploration
● Needing more time and space – MMs needed a deeper exploration of specific issues and areas of movement work. MMs noted that the “wise councils” were not as impactful at this convening due to the long introductions. MMs again shared that they would like to dive deeper into topics, specifically Language Justice, organizational transitions, and sex work. A few MMs also noted that they may need to revisit some difficult conversations that surfaced.

● Running out of time – MMs shared that they wished more folks were able to fully participate in the convenings and that there are many ways they still want to connect. One MM shared that they feel like they are not getting the time needed to build relationships virtually.

“...the discussion really flowed especially as we talked about grief in the smaller groups. I wish we can all hold space and be in space with each other. I love that folks quote each [other] and I wish we had kept track of all of it.” – C5 MM

“Support of sex work was brought up casually - I wonder about that. There has been some pushback from my community about MEV being a NoVo project and anti-sex work. Feels like a missed opportunity.” – C5 MM

"The grief wisdom circle was powerful and the first time I was able to cry and really practice letting the feelings flow as I continue to share my truth. It was different than pausing/trying to hold down my tears.” – C5 MM
In-Person Convening 5: Transnational Movement Building in Puerto Rico

Key Topics and Activities
❖ International Solidarity
❖ Patriarchal Violence, Racism, & Militarism
❖ Afro-Indigenous Resistance
❖ Connection to Land, Spirit, & People
❖ Black Identity and Grassroots Feminism
❖ Queer and Trans Liberation
❖ Food and Land sovereignty
❖ Ancestral Memory

Ah-ha and Magic Moments
● Learning from partners outside the continental U.S. – MMs were inspired by and learned from both the visiting Honduran international partners and the Puerto Rican advocates and organizers, highlighting learnings related to intergenerational work, Food and Land Justice efforts, and holistic community wellness strategies. MMs also highlighted the importance of learning about the Boriken community and dove deeper into the spiritual and human connection side of liberation and liberatory work.

● In-person connection – This was the first time the entire cohort met in person for a convening and several MMs described this as a major highlight for them. MMs noted that they had been longing for in-person connection since the cohort’s inception.

“The drumming and dancing on opening night was PHENOMENAL. I remember feeling like the music and the performance was reconfiguring my spirit in some way. By the end of the night, I realized that I'd never seen an all women-presenting (afab) drum group before, and I was so moved by watching how they skillfully connected with and followed the dancers. I saw the world I want to build in that performance, not one without men, but one where women can do anything.” – C5 MM

Areas for Further Exploration
● Ambitious agenda – The very full days combined with the numerous introductions were taxing for several MMs, who shared that they would have benefited from more rest and healing justice supports. MMs were also disappointed that they did not have more cohort time together.

● Expectations unmet – MMs felt that there was a missed opportunity to hold space for the struggle of Black trans women and the Black experience/voices. MMs also described surprise and frustration about what they perceived as a lack of preparation by MEV and Grassroots International, which then led to tension, confusion, frustration, and/or exhaustion.

“The drumming and dancing on opening night was PHENOMENAL. I remember feeling like the music and the performance was reconfiguring my spirit in some way. By the end of the night, I realized that I'd never seen an all women-presenting (afab) drum group before, and I was so moved by watching how they skillfully connected with and followed the dancers. I saw the world I want to build in that performance, not one without men, but one where women can do anything.” – C5 MM

“Take in [to] consider[ation] that some people have health issues and can’t sit around all day every day, need more resting time instead of sitting around a long, drawn-out section.” – C5 MM
Hybrid Convening 6: MEV’s Cross Cohort Sunset Convening in Santa Ana Pueblo, New Mexico

**Key Topics and Activities**
- Language Justice for Collective Liberation
- Organizational Transition, Trauma, and Transformation
- Principled Followership and the Gifts of TGNC POC Leadership
- Co-Creating Cultures of Care
- Liberatory Management Praxis
- Hacking Philanthropy
- Welcoming Spirit Back to Movements

**Ah-hah and Magic Moments**

- **Many learnings** – MMs described receiving the wisdom that they needed to hear and how the conversations they engaged in helped their growth. They also described learning from other cohorts and having a deeper understanding how the entire MEV community is focused on a liberated world.

- **Leadership opportunities** – Cohort 5 MMs were able to be leaders in several spaces and capacities. This helped them build their confidence, presentation skills, and further develop their leadership.

- **Magic of connection** – Many MMs described moments of connection and joy with their fellow cohort members. Karaoke, dancing, and connecting with people’s families were specifically highlighted. The opportunity to continue building relationships with one another was deeply appreciated.

> “Honestly there were a few memorable and magic moments. I would say karaoke was one of my favorite[s]. It was magical because you get to witness people’s personality.” – C5 MM

**Areas for Further Exploration**

- **Need more time together** – Once again, MMs noted that they needed more cohort-only time. They shared a strong desire to stay connected and convene once more in-person as a cohort.

- **No capacity to connect with alumni** – MMs focused on in-person relationship building with Cohort 5 MMs. Some noted that they did not have capacity to connect with alumni MMs nor with Cohort 5 MMs who could not attend in person.

- **More inclusive family programming** – A MM highlighted the need for more preparation, intention, and support to ensure family programming is accessible to neurodivergent children.

> “I loved being able to be with my cohort in sacred New Mexico. I love having conversations about different possibilities of collective work and being able to continue our relationship building together.” – C5 MM

> “I really appreciated the learnings that was shared by other previous cohorts... Makes me think about how all of us have all the pieces, doing different things, in different community. As an organization we tend to join coalition based on issues and the vision is winning the campaign, not necessarily a liberated world. MEV had given me that vision and practice.” – C5 MM
Cohort Reflections on MEV Structures and Supports
When asked to reflect on their expectations entering the MEV program, most MMs fell into three categories: they 1) did not know what to expect, 2) hoped to build relationships with other MMs, and/or 3) wanted to grow and strengthen their own leadership. Several MMs were excited about the leadership support that MEV offered as they had recently taken on leadership and/or co-leadership roles. One MM’s interest piqued when they learned that MEV’s leadership model was grounded in liberation and decolonization, stating, “When I was reading through the opportunity about how I can improve my leadership in this very revolutionary and liberatory way, that’s what I wanted.” Whether they had specific expectations or not, most MMs looked back on their experience fondly. Many noted that MEV convenings and programming met or exceeded their expectations, and for some it even went beyond their imagination.

MEV’s structures and supports were designed to center the unique and intersectional experiences of TGNC, queer, and BIPOC communities most impacted by gender-based violence, as well as be responsive to the needs and requests that arose from MMs during the program cycle. In centering Black feminist, queer, and trans politic, Priscilla Hung shared that MEV “interrupted binaries, blew up ideas of professionalism, increased the importance of safety, accessed ancestral wisdom, and more.” While MMs cannot compare their experience to other cohorts, their feedback still reflects back the important shifts that occurred during MEV’s fifth cycle that allowed for deeper care, wisdom sharing, spaciousness, and healing.

This section details MMs’ feedback on MEV structures and supports. It is broken into two parts where we have lifted up key themes from interviews and post-convening reflection forms. The first part focuses on curriculum and convening structure and the second centers on organizational development supports and coaching.

MEV Curriculum and Convening Structure

“You actually want to be present for the space, because it's such a beautiful thing happening.”
– Cohort 5 MM

Consistent with the qualitative data, MMs generally rated convenings highly on post-convening reflection forms. MMs rated both their overall convening experience and the extent to which the convenings met intended outcomes. On average, Movement Makers generally agreed that convenings were a positive experience and that outcomes were met as indicated by their ratings, which ranged from 3.2 to 3.9 on a 4-point scale. Of note is that MMs rated the fourth convening the highest with an average overall experience rating of 3.9. While the fifth convening was rated lower than the other convenings, likely due to the ambitious daily agendas
and MMs’ expectations not being fully met, interviews indicate that the in-person format made it particularly impactful for MMs.

MMs highlighted a number of positive aspects of the MEV curriculum and convening structure, while also noting areas of opportunity. The tables below highlight MMs’ feedback on the convenings overall, on the international convening, and on the Language Justice aspects of the convenings. For more information about the reflection form and results, see Appendix C.

Convenings Overall: Bright Spots

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<tr>
<td>Movement Makers were both surprised and impressed by MEV’s Intersectional Care and Logistics framework. MMs shared an appreciation for being cared for in a way that they had not experienced before, which included access to resources that would support their participation in the program.</td>
<td>“The way they convene is, I’ve never had that type of experience. It’s so intentional, caring, values-forward. And I didn’t even take advantage of all of it. It just was so clear that care was so baked into it. It was really a space to decompress and to become more whole. It was not about production. And it was fantastic.”</td>
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<td>“I’ve been working a lot with youth and I worked a lot with community. So I put myself into deep cycles of burnout that honestly was co-signed by just the environment that I worked in. And I thought that I really had to run myself into the ground to be an effective organizer and to be in movement. And it was really hard. It was really, really hard. So, to come into a space where [MEV was] like, ‘Oh, we’ll put you up in an Airbnb so that you can join virtually. We’ll buy you a laptop, we’ll buy you headphones.’ It almost felt like I was on Punk’d. I was like, ‘Oh, this is not real. Y’all are not actually about to buy me a laptop and not tell me to organize an action or something.’ It felt very surreal.”</td>
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<td>“I have never ever had anyone respect me and recognize me with the love that I have for my fellow spirits, and this was the only program, the only one and I am very grateful for that.”</td>
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<td>MEV convenings prioritized Healing Justice and self-care practices, which helped deepen Movement Makers’ understanding of these concepts. MMs also described how they personally benefited from MEV healing spaces, discussions, and practices.</td>
<td>“When gina was brought into our space, it really changed my level of openness. She made grounding exercises and breathing exercises approachable. She made guided meditation approachable. She made me feel at home in my body even if it was for a very short amount of time. Again, as a survivor of [violence], that’s a difficult thing to connect your spirit to your body after violence, and gina can do it.”</td>
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<td>“I came to learn more of the concept of self-healing, which was needed at this time more than ever. It took time for me to understand that we were being accommodated to step away from work to heal...it was almost too good to be true. Gradually I got used to the idea although there were times that stepping away completely was a struggle...”</td>
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<td>“I think because the body still seemed like it was actively welcomed in the space, the healing that I needed to do, which was I think on a very embodied level, was supported when I would come into the spaces, and I could talk about, ‘Well, this is what I think I’m learning now from this [healing] practice.’ And folks would be like, ‘Yeah, that makes sense.’”</td>
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<td>“I think that overall it’s probably the best manifestation of healing justice that I’ve seen. And I thought it was really powerful and good and the way in which that was seen as integral to doing the work and how it was always integral to our meeting and convening. [It] has continued to instruct and give me gifts.”</td>
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<td>MEV convenings spaces were described as supportive environments that fostered belonging, allowing Movement Makers to openly make mistakes and show up as their authentic selves. This resulted in Movement Makers feeling validated and affirmed, which for some was the first time they had felt this way in a movement space.</td>
<td>“How we all become one.”</td>
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<td>“One of the things that was a surprise to me in terms of support that I needed, that I didn’t maybe consciously go in with, was the validation and affirmation that I could be my authentic self, and not know, and not have the answers, and be like, ‘But I’m working on this thing over here that may or may not be relevant,’ and not be shunned or run out of the room, right? So I think that that was also a form of support that I needed desperately, but didn’t know it at the time.”</td>
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<td>“I think that was unexpected, because no other program in all the programs in which I have participated in social justice, activism, women’s, human rights, in these… that I have been working for human rights, I have never, never, never, never received or felt or perceived that I was treated with this level of respect and affection that I was treated in this program.”</td>
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<td>“So, thankfully for MEV, there was an opportunity to be bigger and to fill up a room and do it unapologetically. And I’ve never been in a space where I’ve had that and I’m deeply grateful that I was able to.”</td>
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<td>“I think MEV influenced me to just genuinely be open and honest. I think it was never a space where I felt like I had to be excluded. It was never a space where I felt like I had to, I don’t know, boast about my organization’s accomplishments and all that other weird shit that happens when people get together and they want to talk about their nonprofit, you know how that goes. So, I think it just allowed me to genuinely be honest and be open and real.”</td>
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<td>MEV provided Movement Makers with opportunities to grow and develop as leaders through tools,</td>
<td>“I think this space has helped me to begin my process around imagining what I want this next level of my leadership to be.”</td>
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### THEMES

**discussions, modeling, and invitations to lead in MEV spaces.** Movement Makers were able to reflect on their journeys as leaders and think deeply about what it means to be a leader in movements to end gender-based violence.

**ILLUSTRATIVE QUOTES**

“In the Cohort 5 experience, it wasn’t so much about healing as much as about **what are the thoughts that we need to put out there** and what are the ideas that I need to be practicing now as a leader.”

“**Just being vulnerable, looking up to Priscilla and Monica and how they’re so supportive with each other. I want to model that in [my organization].** How can I support my co-director so we’re both on good terms with each other? How can we support the staff? How do we compose ourselves in this position without really losing who you are? How do I embrace people’s needs and uniqueness without being judgmental, with love and support?”

“And the anxiety I had about being in this space. I did not want to be seen. I did not want to be on camera. I was just like, ‘If I can just fade into the bushes, that’s what I’m trying to do.’ **And by the end, I was just like, ‘Oh, yeah. Camera on. I’ll lead forward stance.** You need me to talk about something? I might be making it up, but I’ll talk.”

Movement Makers described the curriculum as responsive to their needs and in line with their values and traditions. MEV staff listened to the needs of Movement Makers and adjusted accordingly.

“**Intellectually it definitely supported me in unexpected ways.** I think that because we were such a diverse group coming from all over the place, I don't know how you would’ve come up with a very prescriptive curriculum, but **the curriculum and the facilitation was attentive and emergent enough that they were oftentimes putting things in my path right when I needed them.”**

“I have learned in a way that is very much in line with traditions, with what I know as the Indigenous tradition of popular wisdom, popular education, breaking many myths and opening my vision to another possibility.”

### Convenings Overall: Areas of Opportunity

**THEMES**

Movement Makers voiced a desire to convene in person with only their cohort and highlighted the grief they felt for what was lost from convening virtually. Movement Makers expressed feelings of disappointment and

**ILLUSTRATIVE QUOTES**

“I think that the whole thing is that we should have back loaded it when you have the capacity when things were opening up and you had the ability to be able to do things. They should have changed the way they structured Puerto Rico, I think probably changed the way they structured New Mexico a little bit and added another convening for us this year in person.”

“And the ways in which that impacted our connection is still felt. Many of us came back from New Mexico, and I think Cohort 5 is the strongest representation in terms of all of them, because we’re so thirsty to be together. And even in New Mexico, they didn’t convene us as just a group...”
THEMES | ILLUSTRATIVE QUOTES
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frustration that MEV did not restructure the in-person convenings to focus on relationship building within the cohort. | of our cohort. And so I think that we’re also feeling a little bit like we understand the conditions of COVID, but I think there is this feeling of not really being held until the end. Kind of senioritis, maybe senioritis. And we literally are trying to organize to see if we can gather some more because we’re just starting to build.”

International Convening: Bright Spots

The international convening held in Puerto Rico was also Cohort 5’s first in-person convening. For this reason, many MMs described this experience as one of the most impactful on their MEV journey, noting that it was an important shift for the cohort and/or for them personally.

THEMES | ILLUSTRATIVE QUOTES
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Movement Makers were able to meaningfully learn from and connect with Honduran and Puerto Rican partners. This exchange impacted and inspired Movement Makers’ work and, for some, influenced them at a personal and/or spiritual level. | “I think the other piece too, was the intention around incorporating Indigeneity to our experiences. That was powerful. I actually made the decision to not move away from [my home] after listening to the conversations from the Garifuna people, the people from Honduras, and their reflections on how important it was for them to be gifted these physical bodies in order to protect their land, which was also a gift. I’ve wanted to move out of [my home] for a while for my physical safety and my mental health, but also I’m young and I’m able, and I’m at a point in my life where I can protect my people’s land and do it well.”

“It is a very good exchange of culture, of being able to listen to the experiences of what is lived outside the border. Many times when we talk about Blackness, about the LGBT community, we are very focused on what is happening in the United States. And a lot of times we forget everything that Black people go through in other countries. What LGBT people go through in other countries, and to be able to live it, to be able to learn it with them. To hear their own experiences is very touching. That added a lot, to be able to hear their voices.”

“I really appreciated learning about the farm and the difference between Food Justice and Food Sovereignty and having more context in that way, so I can actually frame my work in that way as well too, because I do that work but I’ve just not had the time to actually understand the framing of it.”

The in-person format allowed for deeper conversation and connections amongst Movement Makers. | “And of course, Puerto Rico was fabulous. It was really good to see a lot of people in-person and work on some things, hook some people. Just work through different things and just share some of our things that we struggle with, with doing this work or whatever. And it made us feel more
### THEMES

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<td>connected because it was in-person, so it probably was more vulnerable.”</td>
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<td>“It was beautiful. It was very beautiful. It was the first time we were all together as a cohort and you could feel that hunger, that desire to be together, to share.”</td>
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<td>“This was like, you meet these people on camera, and you see them for a while, and it does not do justice to what it is to see them in person. It literally changed all of our connections. Like literally. I was connected with people that I didn’t think I would... It was just a whole other situation.”</td>
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For some Movement Makers, the international convening was healing and provided spiritual connection.

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<tr>
<td>“I learned how to free myself.”</td>
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<td>“Just got really connected, got really connected to place, to ancestors there. Bringing my own ancestry, and to feel that connected, to feel welcome, and to feel held. I think everything about it made me feel alive.”</td>
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<td>“Towards the end, there was a lot of grief with cohort members and I don’t know what that was about, but it was in the environment, meaning that people were experiencing something individually and then collectively as well too, in terms of grief, because there was so much that was happening in the world at the same time. Definitely it spoke to the healing piece of it, what we needed.”</td>
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### International Convening: Areas of Opportunity

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<td>Movement Makers felt a tension between wanting to spend time together and wanting to engage with international partners. They felt that there was not enough cohort-only time/space.</td>
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<td>Illustrative Quotes</td>
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<td>“I think going to Puerto Rico was, and where we stayed was great, but as a cohort we were there for almost 11 days. We only had one day together as a cohort. Cause almost all the other time was with people from Grassroots International and the Garifuna organization from Honduras as well as other organizations. So, right and truly we only had one [day together].”</td>
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<td>“I think it would’ve been really amazing to have more dedicated Cohort 5 time, so that way it doesn’t feel like we have to squeeze all of our time together in the Puerto Rico trip and then miss out on building such intentional relationships with the other folks who came to the international trip.”</td>
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<td>“It was the first time most of our cohort members were able to actually come in person. Then we also had people from Honduras that came, too. It was really hard to build with them when we wanted to just build with...”</td>
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**THEMES**  
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<td>one another because that was the first time we were meeting in person together. It felt like they were there, but they were not in existence to us and we were just with us and they were just with them, which I think may be very different from other cohorts’ experiences.”</td>
<td>“It was just challenging with regards to we were meeting as a whole group for the first time [at] Convening 5, and Convening 5 also felt like the end, and it also felt like this opportunity to engage with international partners, and it was a lot.”</td>
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<td>Daily agendas felt overly ambitious to the Movement Makers, many of which expressed a need for more down time and rest.</td>
<td>“There was just a lot of learning that was happening both in Puerto Rico and then trying to learn from people in Honduras as well. To me it became blended or meshed together and so it was like, ‘Who are we learning from? How is this co-learning happening, that we’re doing with one another?’ It felt like it was all the same group of people that were learning from. I couldn’t really separate at times who we were learning from.”</td>
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<td>“I need to be able to rest. And in Puerto Rico there was no opportunity to rest, there was none.”</td>
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<td>“I think we went too hard too fast, not having a rest day in 10 days programming was challenging. Meeting the cohort for the first time in person and then meeting new folks was a lot.”</td>
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<td>“I think that our [international] partners didn’t do a good job of extending us the invitation to opt out. I always know I can check out of MEV stuff, and I’ll be well supported and well-loved…I felt like a sense of obligation to show up to all of our partner things, even when I just didn’t have capacity to do it until the end, because then everybody was voicing it. Everybody was like, ‘What’s happening? Why are we doing this?’”</td>
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**Language Justice: Bright Spots**

Most Movement Makers were familiar with aspects of Language Justice, such as translating materials and providing interpretation services, but they recognized that MEV went beyond the basics and did more than the bare minimum to create spaces that were welcoming and inclusive. And, as noted previously, integrating Language Justice was a core element of the program strategically designed by MEV staff. Overall, MMs noted that MEV’s Language Justice practices were grounded in community, which allowed them to connect to their cultures and their ancestors. It was also seen as a spiritual and healing practice and as an anti-colonial and anti-racist practice.
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<td>LJ enabled Movement Makers to participate as their full selves in MEV spaces. Not only did this mean speaking in a language they were most comfortable in, but also creating a culture of belonging.</td>
<td>“I know that Language Justice was very much a cornerstone to this particular cohort’s theme and exploration, and I think we did a good job of it. Storytelling isn’t so much about the telling of a story, but about <strong>making room for others to share their stories in an authentic way</strong>. And I think MEV really did a good job of that.” “I thought it was beautiful too, in terms of how they made space, how they made it a real justice issue versus just a technical thing that we were doing, so that we could get to the business of the meeting. No, we’re actually going to <strong>make space to listen to people’s lived experiences with Language Justice.</strong>”</td>
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<td>The LJ team did more than translate words—they conveyed emotions as well. In doing so they validated MMs’ stories and experiences. In this way, LJ was central to the work, not merely an addition or afterthought.</td>
<td>“What really stuck with me from the Language Justice team was when they were talking about the difference between translation and Language Justice. They’re not just telling us what the person is saying, but they’re also emoting, they’re also feeling it and they’re literally being conduits for language as opposed to just reading subtitles. And there were even moments where the Language Justice person decided not to interpret something if someone was saying something that was incredibly harmful, anti-Black, transphobic, or racist, instead saying, “I’m not going to subject people to the harmful rhetoric that you’re saying, whether or not you realize it’s harmful and I’m going to tell you why I’m not going to subject people to that.” It <strong>opened my eyes to different forms of communication and reinforced how silence and not speaking can also be forms of communication.</strong> And me being more introverted and practicing listening significantly more than speaking, it allowed for me to be able to communicate through my silence, which is very rare. Usually, I just kind of get steamrolled or I get forgotten about and it’s not like I’m not used to it. But it felt different. <strong>It felt like I was still part of the conversation.</strong>” “[This was] a real justice, with people who are in the same atmosphere, who understand the subject matter, who feel to some extent what you feel, and who validated your experience... <strong>To feel that experience of that silence, of that respect for an uncolonized language, a language that has no translation feels very beautiful, it feels very beautiful.</strong>” “What was beautiful about the Language Justice piece was that the interpreters and translators came from community organizing backgrounds. They understood the social justice piece of it and so they understood what it meant. They were a part of the community; they weren’t just this external piece or tool that was being used only for translating, but they were a part of the community. They were a part of our conversations. We were able to have conversations and build relationships with them, too.”</td>
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<td>LJ was a doorway to deeper political</td>
<td>“Beyond Language Justice as a movement building practice, a beloved community practice, it’s also a doorway into political education around...”</td>
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<td>understanding, supporting Movement Makers’ conversations around anti-colonial, anti-capitalist, and anti-racist practices. It challenged MMs to think about how language shapes the work.</td>
<td><strong>decolonization, around settler colonialism.</strong> The Language Justice directly takes in an embodied way into that curriculum.”—Maura Bairley, MEV Facilitator and Organizational Consultant</td>
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<td>“It felt inclusive. You know what I mean? Because I’ve been a part of other things that were seeking to do Language Justice work, and it never really felt like they talked about Black people, who I think have a different relationship with English because of slave making, because of what happened to us. And so, for folks to talk about Ebonics, to talk about Black English, to talk about the relationship with Black English, to folks who are immigrant or refugee who come here and what that means, I thought it really helped to set the tone for how all of us are using language here, which felt good, which felt good. I also liked that they had Spanish speakers that, you know what I’m saying, were Black.”</td>
<td>“[Through language] we could break down those capitalist, oppressive, colonial barriers…even if we have different skin color, even if we look different, even if we have different origins. So, for me it was very powerful to see it in action and it’s magical, for me the interpretation is magical.”</td>
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<td>“First off, it’s not just translation, it’s Language Justice. It’s not just white translators, it’s people who are Black people, Indigenous people. That was just so incredible and beautiful. Really seeing how that was a difference-maker, and how people were able to show up, especially the folks [whose] first language is Spanish. It was great. I loved that.”</td>
<td>“Language honors people, it honors my ancestors, it honors my grandmother whom I’m named after, it honors generations of my people who lost lives and endured a great deal of violence for this language to survive. So, Language Justice too, exploring it as an identity was also new to me. Language is part of my identity and I really love how uplifted I felt.”</td>
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<td>Through LJ, Movement Makers felt they were honoring their cultures, families, and ancestors. For MMs who came from immigrant families or were immigrants themselves, LJ made them feel seen.</td>
<td>“I think I was definitely blown away by the commitment to Language Justice, and learned so much about what it means, what it takes, what it makes possible…The whole orientation made me feel so seen as an immigrant, as someone who just had a few different languages before English. It is the thing that still connects us to our ancestors, speaking the language, and that it actually is a spiritual practice and a spiritual experience, which I think was felt.”</td>
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<td>“For me to actually have to think about both what the loss of language has meant in my own familial lines and my relationship to that, I hadn’t thought about that personally. So, to listen to other people’s stories and then consider it for myself, I was like, ‘Oh, I appreciate this additional perspective.’”</td>
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THEMES | ILLUSTRATIVE QUOTES
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LJ also brought up feelings of grief for a few Movement Makers. Individuals who had tenuous relationships with their cultures or families found LJ bringing up difficult and complex emotions. | “And so ironically English becomes, at least for folks in the U.S., English becomes a language of connection, and our mother tongues are the language of grief. If you are in fact from an experience where English was not the norm, you arrive at that Language Justice conversation with already some complexities and contradictions. And I think the conversation around Language Justice still feels like it really centers English as the norm. And English is not the norm for many of us. And so, it’s like what does it mean then to grapple with some of these tensions and contradictions around language and access and power and colonization? And sometimes it just feels so complicated.”

**Language Justice: Areas of Opportunity**

THEMES | ILLUSTRATIVE QUOTES
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People did not always have patience for the time it took to center LJ. This included setting up the equipment and listening to the LJ introduction at the start of every meeting. | “I think that there were times where folks just didn’t have the patience. I think that with the hybrid convenings in particular, if they wanted us to self-organize in the evenings or the afternoons, it was always really hard for there to be a clear self-organized plan, and for the folks doing translation work to be included in that. I think there were moments where it just seemed like an extra thing that we were navigating. Because our cohort had done so much intentional talking about language justice all throughout that by the time we got to Convening 6 it felt like some of the Language Justice introductions were maybe for folks who hadn’t been a part of Cohort 5. I felt like the sentiment amongst Cohort 5 was like, “Oh, god. We got it. Why?” So, I did feel for folks at that point, especially when we were in some of the social spaces, and they would be doing the Language Justice opening.”

**Organizational Development Support and Coaching**

“[Coaching] helped me gain more confidence in my leadership style. It helps me think about organizational dynamics, what I was bringing, what it means to lead organizations that are confronting violence and composed of marginalized people. I thought it was really good.” – Cohort 5 MM

All Cohort 5 Movement Makers participated in organizational development (OD) support and/or coaching activities. Specifically, the organization development support and usage statistics were as follows:

- **Individual and Organizational Coaching:** This support entailed time spent with coaches focused on individual leadership and organizational development. This typically occurred through coaching calls, virtual meetings, text, and email correspondence, and included organizational assessments and group sessions with staff and/or Boards.
Almost all (18) Movement Makers used organizational development support and spent an average of 25 hours of coaching time between May 2021 and September 2022; six MMs spent less than 10 hours of coaching time, six spent between 10 and 30, four spent between 31 and 50, and two spent more than 50.

- **Organizational Development Grants:** This support enabled organizations to invest in capacity building and organizational strengthening activities, such as strengthening staff leadership, transitioning the organization into a 501 (c)(3) nonprofit, and building a stronger evaluation structure. All Movement Makers applied for and received an OD grant on behalf of their organizations.

The table below summarizes Movement Makers’ experiences with organizational development supports and coaching.

**Bright Spots**

<p>| THEMES                              | ILLUSTRATIVE QUOTES                                                                                                                                                                                                 |</p>
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<td>the point that I got burned out. Without MEV, I probably wouldn’t be able to function, honestly, because I had so many emotions that hadn’t really been able to process, and I became full time at [my organization]. So, I was able to get health insurance. I was able to get mental health support. So, all of that, having access to these resources, having access to the support definitely keeps me standing and keeps me wanting to face whatever it is that I need to face in the next few years.”</td>
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<td>“It was probably one of those first places where I received the affirmation that was really beneficial, supportive, nurturing for me in the stages that I was in with regards to both my anxiety about being in the cohort [and] my anxiety about leading my organization. I could tell [my coach] I had to have a three-hour movement practice today before I could sit down at this computer, and she would be like, ‘That's amazing,’ and would say all these positive things about it.”</td>
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<td>“[My coach] has been really great at helping me with my confidence and self-examination, trusting myself, being collaborative, and developing internal structures. I actually don’t know how to manage people and not just replicate harmful dynamics that I’ve experienced being managed. And so even just walking me through how to do a work plan with someone or what questions to ask when you’re in a one-on-one meeting. I literally need that. It’s been great.”</td>
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<td>Coaches were also critical in strengthening Movement Makers’ organizations, especially when those organizations were undergoing big transformations. For example, MMs talked to their coaches about transitioning leadership, onboarding a Board of Directors, and changing fiscal sponsorship.</td>
<td>“We’re in a transition process where we are moving from a fiscally sponsored organization to a (c)(3) and a (c)(4). I definitely credit MEV for the support with that. It’s just at a time where it was needed, but also having that coaching support, having the organizational development piece in place.”</td>
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<td>“The coaching experience was great. [My coach] happened to be in my neighborhood which was a plus. She has helped to guide and support us through our leadership transition [and] helped to clarify my vision and document the values of the organization that we would like to preserve and protect going forward.”</td>
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<td>“In this transition of leadership in where I became the interim co-executive director, a lot of things came up. And I genuinely believe that if it wasn’t for MEV and especially for [my coach’s] expertise as a board development consultant, I genuinely believe that our organization would have just fallen into the abyss…There was a point in time where we were having issues with staff and we were having infrastructure issues. So, it made a significant difference to be able to turn to MEV and be like, ‘Hey, what am I supposed to do?’ Or ‘We need resources.’ Or to turn to my coach and be like, ‘Hey, how the hell are we supposed to get a whole Board? That...”</td>
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<td>don't make sense. It's impossible when we have all this other stuff in our plate. 'And for her to be like, 'If you hire me, I got it.' And she had it.”</td>
<td>“I have been also thinking about sabbatical, and having the space to talk and share that was so affirming.”</td>
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This chapter highlighted Cohort 5 MMs’ experiences across their time in MEV. Movement Makers shared many positive aspects of their journey, noting how pleasantly surprised they were by MEV’s dedication to its Intersectional Care and Logistics framework, their intentional design and planning, and the thoughtful and hard work that went into convenings. And they reflected on how recent in-person convenings highlighted what they had lost due to the limitations of virtual engagements. Overall, MMs consistently noted their desire for more in-person time together to form deeper connections with a community they hold in high regard. Movement Makers also shared their deep gratitude for the thoughtful supports made available to them, from the care boxes and stipends provided for convenings to the coaching and OD supports. There were concrete benefits for Movement Makers’ personal leadership development and for their organizations. Coaches gave MMs the opportunity to focus on self-care and healing as part of their leadership growth and supported organizations through significant transitions and transformations.
4. Outcomes

“You [MEV staff] are all possibility maps! I am grateful that you saw something in my application and entrusted me to scale up my vision. MEV has changed the trajectory of my movement work. I’m deeply grateful.” – Cohort 5 MM

This chapter begins by detailing MMs’ stories of impact at the individual, organizational, and movement levels. The second section of the chapter focuses on Cohort 5’s network building with each other and alumni. The findings and learnings in this section are informed by interviews with MMs, as well as social network analysis surveys administered to the cohort in 2020 and 2022.

Stories of Impact

Cohort 5 MMs reflected on the many ways their MEV experiences and supports influenced them, their organizations, and the broader movements to end gender-based violence. Their stories of impact below also highlight the significant and complex shifts made by MEV staff to design a program specifically to make space for and support this unique group of MMs, their needs, and communities. While they were able to share many stories of impact, several MMs noted that they are still processing and learning from their experiences and that MEV will continue to influence them beyond the program’s sunset. This section lifts up the overarching themes that emerged from interviews and reflection form results and provides quotes to illustrate these stories of impact. There are fewer themes on the organizational than individual level in part because organizational change takes longer to manifest (as illustrated by the MM quote at the beginning of that section).

Individual Level

“I didn’t know that that was possible, to have so many of these elements that helped my growth, not just as a leader, not just as a director, but as a leader overall in the community, in the larger community, in a larger sense, but also as a human, as a parent.” – Cohort 5 MM

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<td>Movement Makers now have a community of support behind them, and they are continuing to explore how to show up and support one another beyond their MEV experience.</td>
<td>“It was truly amazing. It was a fucking blast, if I have to be honest, that the relationships that was built, the people that was in my pod from Pheng to Chhaya to Paris, to Jennicet, to Aneiry. All these people were so amazing, and I built relationships with each one of them where...they want to continue to support. And we are just seeing ways how we can continue to support one another.”</td>
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“I really love being a part of a cohort and I found it very important as a leader to be in conversation with other leaders in a similar space for an
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<td><strong>ongoing period of time</strong> to support and to center really important issues that we were working through and then to get support around that through coaching and other things. So, I felt that that was really essential.”</td>
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<td>“...And then MEV happens and all of a sudden, I have access to coaches. I have access to peers who are also trying to move these projects in busted ways. And all of a sudden, I’m like, ‘Oh, I’m not so alone. It’s not that I’m inadequate, it’s that I’m not supported and resourced.’ And so now I’m supporting the leadership of my staff and going to grow the impact. And so, it’s absolutely like these are seedlings.”</td>
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<td>“In MEV there’s a lot of knowledge among the members, there’s a lot of material. I can call Jennicet, and Jennicet is going to give me a suggestion. Call Nicole, and Nicole is going to tell me over there. Or call Paris, and Paris is going to tell me. There’s a lot of ideas, and between all those ideas I was able to shape the path of my programs.”</td>
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<td>Movement Makers described how being in conversation and learning from this unique group of leaders expanded their understanding of themselves, their work, and the movements to end gender-based violence. Hearing other MMs talk about their experiences, including successes and challenges, was valuable and impactful.</td>
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<td>“Because of the different people in the cohort, because of the different people in the staff and some of the other folks that were brought in, folks were brilliant. Folks are so sharp. Folks are so politically with it. I feel like in a sense, I got to hear from and share space with some of the sharpest minds in the movement that spoke to a lot of things that have happened historically and currently, and just bringing such rich and complex analysis into the space. In that sense, my kind of political and more intellectual sense felt really stimulated. I needed that.”</td>
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<td>“I have so much more to learn. I have so much more to grow. And I think that the space that MEV provided was that opportunity for me, to see what other people are doing, where people are connecting and to learn about folks and who they are and what they’re doing. It’s just like, ‘Oh wow. Everyone is really putting their piece into making sure that violence isn’t something normalized.’”</td>
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<td>“The knowledge of the participants keeps me rigorous. I’m genuinely interested in like, ‘Oh, how are you going to respond? What are you going to say to this prompt?’ I’m looking forward to this conversation. What are people going to talk about? So, I think, yeah, it encouraged me to continue to know more, to learn more, to deepen.”</td>
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<td>“I think more to really just listen to each other’s experiences. So, when we’re able to bear witness to somebody’s story, to somebody’s process, to somebody’s activism, that’s helpful. And so, we were able to share, they were able to share, we were able to gift each other in ways that were sacred.”</td>
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<td>Movement Makers have strengthened and grown in their leadership, with many stepping away from this experience much more confident than when they began. MMs have also expanded their understanding of how their leadership is positioned within their organizations and the movements to end gender-based violence. MMs also described having a clearer vision for their leadership long-term, as well as their eventual transitions.</td>
<td>“It made me have more confidence in my leadership. I think it made me realize my value within the space of movement and antiviolence work in projects, kind of the unique space that I hold. What my talents are, what my strengths are.”</td>
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<td>“I understand a new possibility that I can move to end violence because I can make a choice. If the human experience in the world is a bunch of things, plus the experience of violence, I’m part of a system that can end violence.”</td>
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<td>“[My organization’s] work is just going to continue to grow beyond the U.S. So, I think MEV is getting me ready for that next phase. And whether I’ll be part of [my organization] or whether I’ll be on my own as an independent, I don’t know what the future might hold in the next years. But what I do know, that MEV experience has been very valuable in helping me shape who I am today as the co-director of [my organization].”</td>
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<td>“I started the fellowship being a little bit mousey about my role. Unsure. Am I an ED? Am I the Director? Am I the project? Very unclear in my role and I’m leaving being like, ‘I’m a fucking ED.’ I’m an ED and it’s okay to make mistakes and I’m going to work this organization for 10 years and then I’m going to think about a succession plan. So, I’ve got until 2028 and then I have to pass it on.”</td>
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<td>Many Movement Makers shared breakthrough moments and learnings which they attributed to their MEV experience. MMs were able to develop new concepts, make spiritual connections, and confidently move forward with life changing decisions.</td>
<td>“I came up with a framework called liberatory masculinity. And every time I share it with folks, they’re excited, and it was the first time in forever that I was able to talk about masculinity with queer and trans people of color that we were in community with, and folks were getting excited about the possibility of really being in relationship to masculinity in this way.”</td>
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<td>“And if it weren’t for MEV, if it weren’t for that particular day and that particular story, I don’t think I would feel this way. It gave me strength and it gave me hope and purpose and it was very grounding that I’m in [my state] and I feel isolated, but there are other places in the world where other Black and Indigenous people are protecting their land with their lives in the same way that I’m trying to protect my land and my culture and my people with my life. MEV did that.”</td>
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<td>“Learning to distinguish those traits of violence is something I’ve learned over the last two years. I’ve learned a lot, and I’ve learned what the consequences might be when we don’t notice them...And another thing I’ve also learned is to hold the person accountable. And that I think is something that I apply a lot in my daily life.”</td>
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### THEMES

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<td>“[Language Justice] was always church when people talked about it. It was always so uplifting, so humanizing, so alive ... I could feel it in my marrow. It was just an experience ... That completely transformed me in my orientation towards what Language Justice makes possible, and then being able to actually have this conversation with a team of folks from my staff was also so deep.”</td>
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<td>“The science of capitalism makes sense to cut your humanity off to provide a product. It makes sense. But if nonprofits are committed to social justice, then the science we use to function can’t be capitalism. The science that we use to function to get to the results, which is ending violence or whatever, it needs to be a different science. I think MEV was saying maybe we just need to re-evaluate completely how we interact with the world. Ending violence, is that professional work or is it human work?”</td>
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<td>“Then it was actually my coach that was like, ‘No, lets reframe this. You are not hiring people in chaos and in crisis, you are supporting women in their healing process. You are supporting your staff becoming healthy, just as we’re supporting all of our community members.’ That was really, really helpful to me to have it framed in that way of, we are providing the tools and resources even for our own staff to be able to show up as their best self and to have the courage to feel supported within their own personal relationships. I was just like, okay, that’s a relief. Thank you. That’s a much better way to look at it for sure.”</td>
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Movement Makers were able to heal and repair in MEV spaces, many sharing that being validated and held in community helped this process for them. For some, healing was movement-related; for others their healing was related to traumas they had experienced on a personal level.

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<td>“It’s been an incredibly reparative experience and it’s allowed me to really trust myself more in the work and be okay with making mistakes. They really model that too. Their deep commitment and practice to not replicating white supremacist culture is major. And that’s so much of what I was reeling from working within domestic and sexual violence organization, was just the predominance of, frankly, white women's culture.”</td>
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<td>“Having each of them remind me that I am strong and that I’m loved, and that I’m good at this work was just so deeply powerful...MEV saved my life... And because there was fluidity in the program and there were people really committed to our humanity, I was able to move away from that space, that dark space that I was in and it saved my life, saved me. ...I feel a lot of gratitude for [MEV facilitators]. God, what powerful gifts they all have.”</td>
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Movement Makers shared that MEV showed them what is possible and gave them something

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<td>“It opened my eyes in the sense that things can be done differently, that in this collective work for social justice it is important to see the individual from their realities and embrace them from their experiences.”</td>
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### THEMES

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<th>to aspire to, noting that MEV spaces were so unlike what they had experienced previously. MMs were inspired by the level of care, intention, and resources that went into their MEV experience.</th>
<th>“I think of the space as truly aspirational... I think MEV kind of offers this question around, what could leadership really be? So much of us pride our leadership on our ability just to do. We don’t really have a lot of thought space or spaciousness. And I know this, with spaciousness comes so much... I’m like, let’s go, let’s go, let’s go. Any type of break feels like, “We’re not doing anything, what?” So, I think that they have set like an aspirational... Yeah, aspirational ideas around leadership.”</th>
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<td>Movement Makers have made significant shifts in their lives around self-care, healing, and wellness.</td>
<td>“I thought that that was really enriching and really helpful. And then I also think it just generally gave me ideas about how I want to hold space with people. So thinking about how you actually incorporate these acts of care is part of how you convene and gather, I feel like, were really good.”</td>
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<td>Understanding and setting boundaries were key learnings for Movement Makers, and as a result MMs described feeling more confident in their...</td>
<td>“I thought that in this process with the MEV cohort to be, no, I can’t just continue to push myself because this is why I’m having the physical health ailments that I’m having. Last summer and this summer were the first times that I actually took time off, and actually was felt like, okay, I need to take the time to heal. I need to take the time to be in ceremony. I need to take the time to recharge.”</td>
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<td>“I was very much on the road to hospitalization. So yeah, MEV has really changed the way that I view this work and view less than really making sure that I’m alive long enough to see anything.”</td>
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<td>“I think the practices of Forward Stance is really encouraged for me to have more movement in my daily life. So, I’m physically moving my body more. I think that really started me to be on my health journey in a different way. So now I’m up to having a personal trainer that I work with three times a week. But that started with just smaller stuff. You know what I’m saying? Movement. It was cool to have that practice and that space, I think, of intentional focus and mindfulness about what’s held in our bodies and how our movement tells us information. And so that connection really helped me, you know what I’m saying, with MEV putting those things together.... I’ve been spotlighted, leading the group through it. I love Forward Stance. So, I think that feels like a lifelong thing that I’m going to have, that I’m going to credit some of that to MEV.”</td>
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<td>“I think what I’ve really learned through MEV is that you don’t have to feel stagnant that it’s okay whether it’s the torch, the baton, whatever it is that you’re passing on, it’s okay to move on when you’ve done what you feel like you were there to do. I feel like just having that courage, having that framing of being, okay, I’m going to build this out and I’m going to be able to let it go afterwards and focus more on writing, focus...”</td>
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Outcomes

THEMES ILLUSTRATIVE QUOTES

**movement work and their decisions.**

more on whatever that looks like in the next few years. I think that's been really helpful."

“MEV really strengthened me around knowing that it’s okay to say no. And just really working with those level of boundaries and stuff that we have within this work, because we can get burnt out really fast.”

“I was very much on the road of working myself into a grave. And being in MEV and being around other people who were in the same predicament and being like, ‘Oh, I don’t have to just sit here grin and bear it. That no, this is actually wrong. This is actually unjust; this is actually inhumane. It allowed me to look at my life differently and really think about what I needed to let go and what I needed to keep doing.’ So, it really forced me to think about what are my work boundaries?”

**Movement Makers are walking away with a deeper understanding of movements to end gender-based violence outside their day-to-day movement work and issue areas.**

“And then the content, I learned from the conversations, and the references, I learned about the Garifuna people, for example, or from hearing a participant, I learned more about some of these struggles of Middle Eastern women, or I learned more about particular Indigenous struggles. So, I also received political education.”

“I think it opened my eyes to a lot. I think it expanded the ways in which I was able to think deeply and more critically and analytically about the work in terms of looking at different ways to do this work, definitely cross-nationally. So, I think that was intentional and really pointed on an individual level.”

Organizational Level

“And it might not show up in a year or two years, but in terms of giving us the time and space and the support to really dream and be supported in our dream and self-reflection, if we tend to those offers with responsibility and seriousness, for me personally, it’s completely changed the trajectory of my work and [organization]. Completely.” – Cohort 5 MM

**THEMES ILLUSTRATIVE QUOTES**

**MEV’s financial support was described as greatly beneficial to Movement Makers’ organizations, for some it was essential and transforming. These**

“Also, that first year, the financial support that we got was really essential for [MM’s organization] as well for our overall project.”

“I also think the way that MEV has helped to support organizations, I think the resources that went to our orgs as part of our participation really helped. We really did take advantage of that organizational
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<td>funds not only helped strengthen MMs’ organizations, but also allowed MMs to have the spaciousness needed to expand their work and plan for the future. Moreover, it prompted other funders to provide additional resources to the organizations.</td>
<td>development funding to really help us out. We really did benefit from that general operating grant.”</td>
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<td>“It was mostly about what kind of support can MEV provide to release some of the tension, to release some of the pressure you’re feeling in your respective organizations. And I feel that was very clear, the role of MEV. It’s like, ‘What is the support that you need?’...We felt held, we felt supported.”</td>
<td>“And it’s something to say, ‘Oh yeah, I’m part of the MEV final cohort,’ or, ‘MEV gives $62,000 a year.’ That gives other organizations confidence to be like, ‘Oh, okay. We can also move money to you.’”</td>
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<td>MEV provided support to both Movement Makers and their organizations during critical times of transition. MEV was an important support for many MMs whose organizations were transitioning to co-leadership models. MEV also supported MMs’ organizations through succession planning, organizational development processes, and becoming 501(c)(3) and (c)(4)s.</td>
<td>“I’m in the leadership transition process right now. It’s a really good feeling to be able to go through this process. I’m thankful that MEV is supporting me through the process. I’m thankful that I’m a MEV movement maker during this time because I think that’s helping make it possible. At least there’s one smooth thing that’s going on in my life. It’s going quite smoothly, and I’m really excited about this transition process.”</td>
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<td>“We’re taking on a huge thing [by moving to a co-directorship model], but we’re going to do it. And MEV made that possible for us, just even have the conversation is one thing, but to tangibly explore it and have facilitators kind of get us all in alignment is really great and deeply meaningful for us.”</td>
<td>“We actually had a very real conversation with staff...and it was very definitive. It was very definitive for [MM’s co-director] and I. It was very definitive for the organization, and I don’t think that it would’ve been possible if I didn’t come back from the retreat meeting, like, ‘Yeah, we’re not going to continue to dance around this,’ because it was very unproductive. I mean, the needle has moved in so many ways where it feels very different now at [MM’s organization].”</td>
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<td>Movement Makers have incorporated Healing Justice into their organizations and their movement work. MMs described wanting to bring the gifts they had received from MEV to their respective organizations and colleagues.</td>
<td>“We’re going to integrate a Healing Justice kind of coaching piece as a part of our organizational grant that we’re going to get. So, we’re going to do that and we’re working with a Healing Justice organization in [their state], so that’ll be a part of it. And I think that anytime that I would bring people together, I would think about Healing Justice. Healing Justice and rest elements as a part of a convening and a part of the support that provide to people.”</td>
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| | A MM who practiced Tai Ji with their staff said, “We are connected to a larger movement, even through the symbolism of these steps, this formation...And it was really beautiful to me at one point while I was teaching to look back and to see 20 people practicing behind me... And in
**Outcomes**

**THEMES**

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<td>my mind, continuing to join this lineage of practitioners who are moving together in this particular way. And so Forward Stance is definitely that I am taking from MEV, or that MEV has offered, and that I will continue to incorporate into our [MM’s organization] leadership spaces and capacity building spaces.”</td>
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**Movement Level**

At its onset, MEV’s goal was to grow and “expand strong, innovative, and sustainable movements to end violence against all women and girls, including those who are cis and trans and those that are gender non-conforming.” Cohort 5 Movement Makers were asked about MEV’s impact on the movements to end gender-based violence, for example its influence on broader conversations around self-care and spaciousness and centering the leadership of women of color.

“I’m just grateful for the opportunity to be a part of the Move to End Violence. I’m so grateful for this space, grateful for this opportunity, grateful for the relationships that was built. And there’s no other place to continue to go, but up. It’s up from here.” – Cohort 5 MM

**THEMES**

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<td>Through its cohort model, MEV built and influenced larger networks in the movements to end violence. Several Movement Makers described this as a “rippling effect,” where MMs influenced by MEV would influence their own networks in turn. Further, several MMs reported feeling connected to a wider community than ever before.</td>
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“I like cohort models because you get to experience a thing with a group of people over time...I think there is something about going through a thing with a group of people, so you get a cumulative effect or a cumulative impact. Having the consistency of a group allows for continuity around ideas, relationships, which I think is important. Also, around some of the trust building stuff in order for folks to really share some of the things that people ended up sharing.”

“MEV accepted [me]. Through [me] they have connected with 80 other people. And if MEV accepts ten people, maybe we are talking about 800 or more people. So MEV is perpetuating itself, it is perpetuating itself because it is accepting key people who can take multiplication out there.”

“To witness MEV’s network that’s been built over the last 10 years, I think that has had a huge impact in ways that I’m not aware of being still relatively young in the community, but I have a sense that it’s had a tremendous impact. I feel like [MEV] created a network that didn’t previously exist, and didn’t previously exist to this scale, and was not as multifaceted as this network is. And I think that’s going to have impact for years and years to come.”
### Themes

#### Outcomes

**themes**

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<td>MEV championed new ways of thinking about individual and collective work in movements to end violence. Practices like self-care, spaciousness, and co-design helped MMs approach their own work in innovative ways.</td>
<td>“And if MEV is reflective as a microcosm of the bigger community of social justice movements, then they did a good job. I choose my healing and wellness before I choose depleting myself for the next project, or the next rally, or the next event, or the next tragedy. I wouldn’t have done that without having been shown how to do it from MEV.”</td>
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<td>MEV’s intentional approach to nurturing movement leadership and centering the leadership of women of</td>
<td>“They were thoughtful about their power dynamics and how they came to space and how they held space and what that meant. I really appreciated that adaptability and the fluidity and that co-creation part of it because those are really tied to my values and the values of how I would want to build community as well too.”</td>
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<td>“[There was] something rich about MEV, that the meeting could be two hours but there were always conversations for another two hours more. <em>Because there was always someone with something to say, and from that I say you’re going to learn something, or you’re going to be able to teach them something.</em>”</td>
<td>“They had Norma Wong start with MEV and then she grew with people in the cohort and people come to know her in different ways. It became a community of people who may not have access to her if they weren’t a part of MEV. I think that was beautiful to be able to do that. I definitely believe that building a small cohort can have a bigger [impact].”</td>
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<td>“I guess just from Convening 6, I could tell how deeply it has been part of other people’s lives, growth, family, transitions, et cetera. So, I can only imagine the ripple effect of that, right, for so many people to have felt nourished, to feel connected, to feel like their world opened up for this period of time, and for some of us it’s still happening. I can only imagine, because you feel it in MEV spaces, that kind of world that is possible with this kind of project, with this long-term vision, with the goal of the future is freer. It’s like that mind, to have all of these folks and the people we bring with us in that direction.”</td>
<td>“I think [MEV] was successful…I think everything impacts everything. I think everything takes far longer than we ever think that it should or that we believe it’s going to take. It’s just kind of the way that the world works, that piece of it. But it all has an impact and I think that it began to do that and it was some radical visioning and that continues to bring us together and will have ongoing impacts, at least for my own cohort.”</td>
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<td>MEV championed new ways of thinking about individual and collective work in movements to end violence. Practices like self-care, spaciousness, and co-design helped MMs approach their own work in innovative ways.</td>
<td>“Oh, my God. I think MEV has done an amazing job with it because of that, just being inclusive is where it starts. Being inclusive, that’s the first thing to make this the end goal. But being inclusive and also being intentional and that’s what would help the movement grow...[They] had a track record of building and investing in other trans leaders or other</td>
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<td>color in particular were influential aspects of the program that have impacts at the movement-level. Movement Makers highlighted the deliberateness with which MEV created a program where individual leaders could learn and grow. This included being responsive to emerging cohort needs, especially during the pandemic, and creating spaces where MMs could come as their full selves. MEV activities and processes have implications for who is centered in movements moving forward.</td>
<td>communities. You had all different type of backgrounds, beliefs, religion, languages, orientations, genders, that was all here.” “I think that MEV really got it right to say, ‘We’re going to invest in these leaders, we’re going to invest in them as individuals.’ Like, yes, you bring your organization with you, but you as a person, I felt that they did a really great job about that.” “I think one of the key things that they’ve done is to help nourish leadership inside of movement. I can’t say enough about the importance of having this space where people are just as talented, if not more talented, more studied, more skilled more dot, dot, dot. To be able to be in conversations with folks like that I think was very helpful. I think the ways that I’ve been able talk about organizational challenges was helpful because I’m in a room full of people who’ve experienced them, or know exactly what I’m talking about.” “I think probably one of the best things that MEV does is that they are able to pivot quickly in order to meet the moment in time and in order to meet the needs of the cohort members. By doing that, you’re able to meet those goals that you just outlined. I think, again, understanding that we were in a virtual space doing this program truly in unprecedented times, I think the MEV staff was amazing and showed up in a mighty way in terms of supporting and being flexible and really trying to accommodate as many needs as possible so that we as cohort members could show up authentically.” “I remember Maura and Priscilla and everyone else really saying that Cohort 5 was the cohort that they had dreamed of in terms of diversity, in terms of where folks were in their life. And I think that as the years progressed, MEV was able to go from more of a traditional fellowship to really honoring people’s different experiences and allowing people to be honest. I didn’t have to show up in business casual with my damn business cards and ready to network because the opportunities were already there. It was really just honoring people’s humanity, honoring that life happens and creating space for people to bring their loved ones and their families because that’s also part of our identity, whether we’re a caregiver or a partner or someone who’s just human and needs help...MEV was kind of the defining factor of me having genuine support and not feeling so alone and isolated. It was the genuine factor in me deciding to not lose all hope in movement. It was nice to genuinely have space to be honest and be real and just be a human.”</td>
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Building the Network

“None of us move through the world alone, we all move interconnectedly, interdependently. And if there’s a group of people I move through the world with, it would be my cohort time and time and time again.” – Cohort 5 MM

Cohort 5’s unique virtual and hybrid convening experience influenced how individuals formed deep and meaningful relationships within their cohort and with alumni in previous cohorts. This section describes how those in Cohort 5 built personal and professional networks with current and former MMs by drawing on findings from in-depth interviews with cohort members as well as a social network analysis (SNA).

About the SNA

MEV collected social networking information on Cohort 5’s informal and formal collaborations with each other and with alumni at two points in time: in 2020 as part of the application process and again in 2022 after the final convening. In the baseline survey, Cohort 5 MMs were asked about their relationships with MEV alumni; all 19 (100%) MMs took the baseline survey. In the second survey, Cohort 5 MMs were asked about their relationships with MEV alumni as well as their relationships with each other; 15 out of 19 (79%) MMs took the survey. Unlike social network surveys administered to Cohorts 1, 2, 3, and 4 by SPR, the Cohort 5 surveys were administered by MEV.

As with earlier cohorts, our definition of informal exchanges included sharing information on events, campaigns, and program services, as well as trading notes on strategies and best practices. Formal collaborations included participating in the same coalition or network, presenting at summits and conferences together, or working on advocacy efforts together. Network density\(^8\) and reciprocity\(^9\) measures describe MMs’ relationships with each other. This section presents maps and measures of the MEV network and examples of Cohort 5’s personal and professional connections with other MMs.

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\(^8\) Network density is measured as a percentage and it describes how many connections a given network actually has compared to how many connections it could potentially have (i.e., the number of actual connections divided by the number of potential connections, where the latter is calculated as \(N (N-1)\), where \(N\) is the number of network participants (nodes). Thus, with 19 participants, there are 342 potential connections.

\(^9\) Reciprocity is measured as a percentage, and it describes the share of existing connections between network participants that are mutual as opposed to one-sided. Two participants have a reciprocal relationship if they are each connected to the other but have a one-sided relationship if only one individual is connected to the other.
Connections Among Cohort 5 MMs

In-depth interviews with Cohort 5 MMs indicated that few knew each other prior to MEV; in fact, most relationships developed and deepened over the two years individuals were in the program. SNA findings suggest MMs’ relationships at the end of their MEV cycle were more casual and informal: MMs indicated having more informal exchanges (34.8%) than formal collaborations (14.3%) with one another. This is unsurprising as collaborative relationships require more investments in time and resources, which MMs explained in their interviews was difficult to do given pandemic constraints. Relatedly, informal exchanges were more likely to be reciprocal (31.9%) than formal collaborations (24.5%). Exhibit 3 illustrates Cohort 5’s connections to each other after the Sunset Convening.
Exhibit 3: Cohort 5 Connections in 2022

All Connections

Informal Connections

Formal Connections
How and Where MMs Connected

Initially, cohort connections happened exclusively in MEV-facilitated spaces, such as convenings. MMs recalled meaningful conversations around direct action work, organizing, advocacy, healing and spirituality, and Language Justice, and credited their fellow MMs for pushing and challenging their thinking around complex issues.

“I also think there are just these connections that have happened from being in a room together; the nourishment and being in a room of peers to learn from. I don’t know that I’ve ever had that experience anywhere else of being in a room full of people equally positioned that way and learning like that. I think that was incredible.” – Cohort 5 MM

MMs also described connections they made, and are making, outside of MEV, both at work and in more personal ways. For example, collaborating on youth leadership retreats, co-designing feminist curricula, potentially serving as a Board Member for another MM’s organization, partnering on political advocacy to resist anti-trans legislation, and enjoying each other’s presence in more casual ways: on walks, through texts, and over food.

“Connect with as many as people as possible. Just leave your mark. Just build with folks. Hear how other people are doing their work. Hear other people’s challenges and be a support system.” – Cohort 5 MM

Several MMs also made meaningful connections with MEV staff and faculty. One noted that their conversations with Priscilla and Monica were particularly helpful for growing into their co-executive director role, and another valued the intention with which the MEV team held space for MMs. Additionally, convenings provided an opportunity for MM’s family and friends to connect. One MM was especially overwhelmed by the “Family Camp Track” at the Sunset Convening, and the fact that entire families, including children, parents, and friends, could spend time together.

“The family camp track was so, so special. Our families would end up hanging out together all the time...it wasn’t something that I would’ve gotten to experience otherwise.” – Cohort 5 MM

Barriers and Facilitators to Relationship Building

MMs acknowledged the challenges they faced in getting to know one another during the COVID-19 pandemic. It was difficult for many to build relationships in virtual or hybrid spaces because these platforms and the logistics around how and when to engage did not inherently invite vulnerability. Further, the realities of living and working during a pandemic impacted people’s schedules in many ways, and MMs sometimes struggled to navigate competing tasks and priorities.
“Because we were the ‘COVID cohort,’ our connections are still a bit tentative. For me, they still feel a bit ambiguous. I'm not quite sure how I can support my cohort. And I don’t like the feeling of that. Because there are some people in other cohorts I know exactly how I can show up for them. I think that that's just one of the adverse effects of being distant from each other.” – Cohort 5 MM

Because of these difficulties, the MEV team and Cohort 5 MMs had to work thoughtfully and intentionally to create spaces that encouraged non-extractive relationships and fostered deep connections. In their interviews, many MMs lifted strategies or practices that helped facilitate relationship building between MMs. For example, one MM observed that the juicy conversations part of convenings allowed people to “go deep quickly” and in that way learn to be open and honest with each other. For some, relationships were strengthened and supported by MEV’s focus on healing and spirituality, and for another MM, conversations around parenting and caregiving deepened their connections to other cohort members.

“I think raising families is so hard, and especially because many of us are queer and trans and gender expansive and just have different formations of family. We had a conversation about queer parenting and that was really great.” – Cohort 5 MM

Learning From Each Other

Through both informal exchanges and formal collaborations, Cohort 5 MMs learned a great deal from one another. Many appreciated leaning on each other for professional advice, from sharing leadership experiences to talking about fiscal sponsorship and financing to co-creating new projects together. Several MMs were grateful to their peers for being open about challenges they experienced as women and in particular as trans women of color in movement spaces and being vulnerable about how their organizations have struggled and pivoted to meet the emerging and changing needs of their communities during the pandemic.

“I think what's been the most meaningful has just being able to see shared struggle. Everybody is going through it right now, whether it be work, whether it be foundations completely changing their scope of work, and now folks have to figure out how to [meet] new needs that have emerged. It allowed for us to really realize the struggle and be honest that we're tired and be honest that we're not okay or that we're feeling disillusion in the movement.” – Cohort 5 MM

On a more personal level, MMs valued being able to come as their authentic selves, which for many meant more than the typical “activist” or “organizer” hats they wear. The ability to speak from “a more personal space” allowed them to push and challenge each other to think more critically about certain issues, including how to show up in movement spaces and how to deepen commitments to Gender Justice. For one MM, connecting with other trans women who had similar life journeys was an especially transformative experience.
“My perception of others, of humanity is different. I don’t trust people very much and it’s my response to my trauma. So, I am grateful in this space I had the opportunity to get close to another trans compañera from the movement. With her and with another Afro-Latina trans partner, it has been a nice clique.” – Cohort 5 MM

Cohort Connections After MEV’s Sunset

Several Cohort 5 MMs shared their intentions to gather in person after the program’s official sunset. While virtual and hybrid convenings were meaningful, a few MMs reflected that the cohort would benefit from time in community together. They have also asked MEV for funding to support them in this endeavor.

“When I hear cohort members talk about how changed they are and how transformative these relationships have been in their lives, we’re not there yet. I think we still need more. I’m not confident that if anybody in that cohort, maybe a handful here and there, were in the Bay if they would know that they could stay with me or reach out to me. I’m not confident that that would happen yet. And I think that this is why we’re really trying to continue our meetings.” – Cohort 5 MM

Connections to MEV Alumni

Cohort 5 MMs had few connections to alumni during their program. Though a few knew alumni MMs before the start of the program—either personally, as friends, or through their professional networks—most Cohort 5 MMs felt they did not have many chances to fully develop meaningful relationships across cohorts. They cited a lack of opportunities to meet in person, difficulty in sustaining new and less frequent interactions virtually, and being more preoccupied with spending time with Cohort 5 MMs.

“There wasn’t the space to be able to integrate, to get to know each other. There were conversations, the juicy conversations that we had that I greatly appreciate, but there wasn’t a space because of the pandemic.” – Cohort 5 MM

Nevertheless, SNA findings indicate that connections, both informal exchanges and formal collaborations did increase since the start of Cohort 5’s programming. One alumnus in particular was mentioned on several occasions as playing a significant role in supporting Cohort 5 MMs, by championing their work, collaborating on a number of projects, and even encouraging them to apply to MEV to begin with. Exhibit 4 illustrates how connections to alumni changed over time, between 2020 and 2022. The overall network density increased from 1.3% to 4.1%. Similarly, informal exchanges increased from 0.55% to 3.0% and formal collaborations increased from 0.88% to 1.5%.10

10 Densities are low because the social network analysis survey was not administered to alumni after convening 6.
Exhibit 4: Cohort 5 Connections with Alumni in 2020 and 2022

Note: these maps only represent Cohort 5’s connections to alumni, and not alumni’s connections to Cohort 5 or each other.
5. Conclusion

“It really wasn’t until Cohort 4, as I understand it, that [MEV] began to get the mix right of organizations and the mix right of the people most impacted by violence. So, that means… They’re only beginning to hit their stride with us in this way. And it concludes kind of right at the moment that it becomes this thing people envisioned.” – Cohort 5 MM

MEV launched in 2011 with the goal of “ending violence against women and girls,” and it ended with the goal of “ending violence against women and girls, including those that are cis and trans and gender nonconforming.” MEV’s first cohort was comprised of cis-gendered leaders from mostly mainstream domestic violence and sexual assault organizations, while its last cohort was comprised of mostly queer and TGNC leaders of small grassroots organizations. Although several MMs we interviewed, like the one quoted above, said that Cohort 5 was the “dream” originally envisioned by MEV, it seems just as likely that the original design team for MEV could not have envisioned that their work would cumulate with the centering of such a dynamic, diverse and powerful set of leaders.

The theme for MEV’s 29th and final convening was “the future is freer.” Part of building a freer future is the allowance that such a future may not be easy to envision. If the final convening for Cohort 5 was “freer” than that of the first Cohort, it can be credited to the way that MEV evolved and changed in response to the advocacy of MMs and shifts in the broader political and social landscape. A Cohort 5 MM who attended the last convening of Cohort 1 and of Cohort 5 contrasted the two, saying:

“The [last convening for Cohort 1] didn’t look like this [Cohort 5’s last convening]. We didn’t have child care during that time. We were functioning in that space in still very binary and mainstream ways. It wasn’t the same kind of connections that we made in Cohort 5 in terms of building community and bringing families together…. I think along the way with each cohort, [MEV has] changed how they’ve built those spaces and built the connections in those spaces too.” – Cohort 5 MM

Thus, Cohort 5 was the realization of a dream that was likely freer and more inclusive than the original designers of MEV could have imagined. In this final chapter, we highlight lessons learned from Cohort 5’s experience and their implications for leadership development and movement building. We conclude with Cohort 5’s hopes for the future.

Lessons on Leadership Development and Movement Building
Cohort 5’s experience was unique because of the pandemic and virtual/hybrid nature of most convenings, as well as its positioning as the last of MEV’s five Cohorts. Although their experience was exceptional in many ways, it yielded generalizable lessons that can inform the
work of those seeking to promote transformative leadership development and movement building.

- **Co-design and accompaniment are liberatory practices.** With each successive cohort, MEV staff and facilitators moved farther away from traditional models of capacity building, and the dynamics of power and control that come with those models. As they did this, they moved towards a model of accompaniment—one where their role was more focused on holding space for MMs to define their needs, to heal and recover, to reflect on their larger purpose, to have “juicy conversations,” and to make meaningful connections. This was complemented by spacious and loosely constructed agendas, with activities that MMs could opt in or out of. Maura Bairley, MEV Facilitator and Organizational Consultant, described this as part of a movement towards curriculum that was “consent-based” and trauma-informed. In the following three quotes, MEV’s former program officer, MEV facilitator, and an MEV staff member speak to the evolution of their approach and its value.

  “I believe that through a lot of rigorous work...we moved from capacity building to accompaniment. I think that that is where the shift of how we thought of the cohort, how we thought of the movement, and how we thought of what our contributions as a funder-created program, changed for the better. And as a result of that shift, MEV deeply engaged folks to share their knowledge and expertise in how to build and enhance programming.”—Jesenia Santana, Former Program Officer at NoVo Foundation

  “What we got clear about is that our people need space to dream and restore so they can connect to self-purpose, community, and power. We curate learning and hold space to practice in a beloved community.... [MMs] come into this really resourced space to rest, be nourished, and to learn and reflect with each other. But that’s really different than more of a classroom space or remedial space where activists needs to come in and learn how to do these practices.” – Maura Bairley, MEV Facilitator and Organizational Consultant

  “It’s a lesson in witnessing other people’s healing without actually taking responsibility for it. I think that is super important for folks who are leading and caring for our movements to acknowledge that there’s a great amount of healing that needs to be done within our movements and yet we can’t [make the healing happen]. We can hold space for that while also not continuing to create racialized and gendered roles around who’s responsible for that healing actually being achieved.” – Sequoia Ayala, Director of Operations, MEV
• One key facet of accompaniment is for staff, facilitators, and consultants to be engaged in their own journey and community of practice. Cohort 5 MMs appreciated the way that the LJ team was incorporated as partners into MEV, rather than engaged in a more transactional way as interpreters. This aspect of the work was visible to the cohort but less visible, perhaps, were the ways that the LJ team, MEV staff, and facilitators were engaged in their own communities of practice, parallel to that of the cohort. MEV staff reported these spaces created room for them to have their own breakthroughs related to Language Justice, Disability Justice, Healing Justice and so on.

“I mean, people [staff, faculty, consultants] hold their role. So, they’re not taking up space participating when it’s not really for them, especially with limited time, but they’ve really embraced this idea of being in parallel communities of practice. And so, then the Language Justice team, they get together to prep for the convening and they have orientations, but they’re also doing their own mini retreats and long conversations to understand how they want to work together and the same questions that we’re asking of ourselves and of the cohort, they’re asking themselves.... And that’s also been true of the design team, but then of course, of the staff team. I think being parallel communities of practice is important.” – Priscilla Hung, MEV Co-Director

“One of the things that folks kept saying to us at this convening is that...the LJ team was having their own convening, like a parallel convening. I think that folks really began to see all the...different trainings and orientations that we had prior to arriving in Puerto Rico together, and once we arrived there the other trainings and orientations we were doing right there. In addition to all the prep work we were also actively creating a space of community care amongst our team.” – Telesh Pascual López, LJ Team

• More investment needs to be made into centering (making visible) and supporting TGNC and BIPOC leadership. Many Cohort 5 MMs reported how their access to MEV funds was transformative for them and their organizations, in part because prior to receiving funding, they had been stretched thin and under resourced. Half of the Cohort 5 organizations were fiscally sponsored, half had an overall budget of $500,000 or less, and half were founded or co-founded by the MM. Some MMs said that their organizations would not have likely survived without MEV or that the funding and organizational development support was transformative for their organizations. Likewise, MMs—particularly those at the beginning part of their career or those that were transitioning positions—described how critical MEV’s support was. Beyond the tangible sources of support, the recognition associated with MEV along with the practice space it provided helped some of these leaders overcome imposter syndrome
and self-doubt. Funder investment in general operations support, coaching resources, and other flexible forms of leadership support is key to increasing the visibility and influence of these leaders within the movements to end violence.

“MEV was kind of the defining factor of **whether my organization would survive**. It was a defining factor of me having genuine support and not feeling so alone and isolated. It was the **genuine factor in me deciding not to lose all hope in movement**.” – Cohort 5 MM

- **Co-directorship and co-leadership are emerging as a core feature of resilient and sustainable movement organizations**—and thus the field would benefit from more **models for how to implement these effectively and equitably**. Shared leadership was a feature of MEV’s original theory of change. MEV’s shift to co-directorship was itself a reflection of their practicing values of liberation and interdependence. Another sign of progress towards MEV’s original vision is that just under half of Cohort 5 organizations are transitioning towards or already using a co-leadership model. Further, many were also transitioning to women-led, trans-led, non-binary-led, BIPOC-led, and younger leader-led leadership as well. Most of these were structured with two directors, but at least two organizations have three directors. These structures are becoming more common as organizations seek to create sustainable, diverse, resilient, and intergenerational leadership. As organizations make these transitions, they need to make sometimes difficult decisions related to role definition, distribution of workloads, and pay equity. Cohort 5 MMs were often assisted in this process by the coaching or organizational development support they received from MEV. Thus, one learning arising out of the experience of Cohort 5 is that leaders and organizations would benefit from more models, tools, and supports for how to implement co-leadership structures.

“I think shared leadership has also been a big part of what’s happening here. A lot of folks are in co-directors or are succession planning and trying to leave their organizations or have changed positions within their organizations even within this short time... So, there’s definitely a lot of things around shared leadership and shared power and what does it look like? And the experience of people coming into leadership in the organizations and realizing that it’s really hard.” – Priscilla Hung, MEV Co-Director

- **Virtual spaces can create a strong sense of community and support but are not as effective at building strong one-on-one relationships**. One of the more striking findings from the Cohort 5 evaluation is how effective MEV was at building community using virtual or hybrid formats. MEV facilitators indicated that Zoom was a “friend” in that it...
provided an opportunity for MMs to participate on their own terms from the safety and comfort of their own homes. They remarked that the “juicy conversations” explored by the cohort in virtual spaces were richer at times than what they’ve been able to support at in-person convenings. Although MEV was able to create community within virtual spaces and MMs were very appreciative of this given the circumstances of the pandemic, MMs said that they did not feel deeply connected to one another until they were able to meet in person. They also had far fewer connections with previous cohorts than did Cohorts 2, 3, and 4. These findings illustrate some of the limitations of virtual convenings and the unique strength of in-person gatherings.

- **Language Justice can support healing, liberation, and critical reflection on colonialism, culture, and identity.** As described in the previous chapters of this report, the practice of Language Justice in Cohort 5 supported a vibrant multilingual community, where speakers were invited to speak in the language of their choice (though only English, Spanish, and Garifuna were interpreted, other languages were invited into the space). Moreover, Language Justice was a jumping off point for reflections on what it means to be so dependent on colonial languages such as English and Spanish, as well as the aspects of language that are liberatory, such as the development of Black English and Black Spanish or the reclaiming of Indigenous languages. The LJ team in collaboration with MEV faculty, were able to demonstrate some of the ways that Language Justice can be used as a tool to promote Healing and Racial Justice, thus showing how vital the practice is to social movements. The following two quotes speak to this and to how this experience was created in collaboration between MEV staff and the LJ team.

“It also was MEV in close partnership saying, ‘Part of the juicy conversations that we’re going to have and the political grounding conversations within the program itself were about language justice.’ And Monica bringing Blackifying language [to our consciousness] and how, even though we’re working with these two colonial languages, Black English is liberating. It’s not a colonial language in that way. And sometimes it’s the only language that Black folks can access here.” – Catalina Nieto, LJ team

“I’m also really grateful for another breakthrough moment. It’s not one specific moment, but I do want to call in the LJ workspace. I feel we really have been doing LJ reflection and conjuring and healing together as a staff team ... And for me, that has been really amazing to think about. To feel, think about, and move through my own experiences with Spanish and then be able to come back into my role and declare what kind of Spanish I want to use and what kind of Spanish I will be practicing in and for the sake of what. And not just using Spanish, because I’m a Black Dominican person, but using Spanish because I’m actually using this in service of our
In order to meet its full potential as a liberatory practice, language justice would include the ability to interpret Indigenous and other noncolonial languages. Although non-colonial and Indigenous languages were invited into the MEV space, the LJ team did not have the capacity to interpret those languages (with the exception of Garifuna during the Puerto Rico convening). MEV and the LJ team expressed their desire to eventually have the ability and staff necessary to move beyond English and Spanish.

“[We have been talking] about what it would look like to bring more Indigenous languages into this space as, just understanding that even in the expansiveness of our queering language and blackfying language, we’re still working within two colonial languages. And just the understanding of the depth that bringing the cosmovision of Indigenous languages that have existed, are way longer and before colonization and all of that. And just the perspective and openness that brings.” – Catalina Nieto, LJ team

Healing Justice, including physical embodiment and spiritual practices, are powerful tools for supporting movement building and transformative leadership development. Physical practice, in particular Forward Stance and Tai Ji, have been part of MEV’s model from the beginning and expanded over the years to include other types of embodiments (e.g., dance). Because of the advocacy of ML Daniel in Cohort 3, MEV expanded their focus on Healing Justice and spirit in Cohort 4, through the addition of healing practitioners and a “spirit space.” Cohort 5 saw the addition of gina Breedlove and sound healing, which was a perfect addition because it could be engaged in virtually. As described in previous chapters, these techniques were described as reparative and transformative for some MMs’ professional and personal growth. Some described it as life changing. Below are some quotes that speak to this aspect of the program.

“The spirit space, Healing Justice spaces, I’ll say in particular, gina Breedlove...came on first as a Healing Justice practitioner that has now been integrated into the facilitation team. And that’s been a huge piece. And her main thing is really sound healing. And then it turns out that actually the Zoom has been a really conducive vehicle for the sound healing where people can actually just turn off their video and just sit and listen....I think because of all the loss and stress and anxiety that people are under, and uncertainty, there’s something about the sound healing that has just been really, really grounding.” – Priscilla Hung, MEV Co-Director

“A movement space that understands that part of movement work is actually moving, we actually need to move some of this trauma out of our
bodies in order to be ‘successful’ (in air quotes there.) And when we’re talking about liberation, [we come from the understanding] that movements move. What does it mean to actually not hold the things that we’re exposed to in our bodies, to move them out? And knowing that healing is a big part of our collective liberation.” – Latishia James-Portis, Program Director of MEV

“gina taught us about holding grief, conversations about staying present and future casting at the same time was also really powerful. I think that because healing was so interwoven into the work that we were doing in MEV, I was able to release a lot and also absorb so much of the goodness of my cohort and even take on the tension.” – Cohort 5 MM

Hopes Moving Forward

“I hope that other opportunities come up where people can look to the model of MEV and say, run with it, support people that need it, and keep the work moving forward.” – Cohort 5 MM

As has been true for every MEV cohort, the members of Cohort 5 said in their closing interviews that they felt that the work was just beginning and that they wanted more time together. The sentiment was particularly strong for Cohort 5 because their experience was influenced so much by the pandemic and they had so few opportunities to meet in person. At the time of our final interviews, MMs were organizing their own in-person gathering, so that they could continue building relationships and seed future collaboration. Several MMs noted that full outcomes of the relationships built in this final cohort will not be clear for years to come because the work has “a long arc.”

In addition to the opportunity to meet again, MMs hoped that funders take note of learnings arising from MEV. They asked that funders recognize the importance of creating spaces that can support relationship building and solidarity between leaders within diverse social movements so that they do not feel so alone in their work. The resources that MEV directed to supporting transformational leadership development, organizational development, healing, and rejuvenation were rare and are badly needed. The spirit of collaboration and accompaniment that the MEV team manifested was unique and empowering in ways that MMs hope other funders can emulate.

In the closing parts of our interviews, MMs expressed their immense gratitude to the program. In addition to saying they are “grateful,” they said they are “honored,” “fortunate,” “appreciative,” and “lucky” to have been a part of the program. They highlighted their appreciation for MEV’s staff, facilitators, and coaches, describing the team as “well put together,” “mighty,” “flexible,” “amazing,” “powerful” and as “having powerful gifts.” They
pointed to the team’s level of “care and thoughtfulness.” We close the report with their words of thanks, while also lifting up our own thanks for having been trusted as the learning partner to MEV over these many years.

“Just again, full of gratitude for this opportunity. MEV is one of the most well put together teams that I have encountered in the years that I’ve been organizing, from the leadership to the logistics, to make sure you get safely from point A to point B, that you aren’t hurt, that you are held. Even when people were in different parts of the country, we felt heard through zoom. I think it’s definitely inspiring. It’s definitely a model to follow.”
– Cohort 5 MM

“I think I’ll just say again that this was just such an incredible opportunity and I feel really honored, I think is the word, maybe the best fit fitting word, but really fortunate that I was able to be a part of it. I know that it has played a role in my development over the last few years and it really, again, I can’t say enough about the coaching I was able to get and how it helped me think through my executive transition. It’s just been great and I really appreciate it.”
– Cohort 5 MM

“I was always blown away by how much I felt taken care of, and that I was able to bring my family into the experience, because of course they were always with me during that time. Just the level of care and thoughtfulness was always... I felt was always surprising, in the sense that it was above and beyond. It was a radical welcome to a thousand. It was always like, ‘wow, this is amazing,’ from the very beginning. The props team, the care that I received. Yeah, it was incredible, so much, so much... It’s an experience I want for everyone.”
– Cohort 5 MM

“Above all, I would like to end by expressing my deep gratitude for that experience which, as I mentioned at the beginning, changed my perspective and was a space in which I was also able to heal my relationships with human beings, because after my attack, my trust and faith in humanity was almost nil. I’m very grateful.”
– Cohort 5 MM

“I’m going to start crying because I’m so appreciative. I went in looking for validation and I got it, but in a way I didn’t think I was going to get it.”
– Cohort 5 MM

“I would just say thank you to the PrOps team, thank you to the Language Justice, thank you to all of the MEV staff. The little bit of time that I had in Puerto Rico to interact with everyone was very special for sure. Yeah, just feeling very, like I said before, just feeling very, very grateful for the opportunity.”
– Cohort 5 MM

“Having each of them remind me that I am strong and that I’m loved, and that I’m good at this work was just so deeply powerful... MEV saved my life.... I feel a lot of gratitude for them. God, what powerful gifts they all have.”
– Cohort 5 MM
“I think the MEV staff was amazing and showed up in a mighty way in terms of supporting and being flexible and really trying to accommodate as many needs as possible so that we as Cohort members could show up authentically.” – Cohort 5 MM

“Priscilla is fierce. Priscilla is very soft spoken and she’s just appeared to be very dedicated to this movement work. Latishia was really good, really enjoyed, Latishia. Sequoia was good at making sure you have the tech stuff that you need and all the other stuff. And Monica Dennis, oh, my God. I have to say that I earned a sister in her, just how she shows up. Just always available...Yeah, she’s amazing.” – Cohort 5 MM

“I think MEV was really, really powerful and is powerful as an experience and is powerful as a vision. And I just have appreciation. As much as I wanted, expressed things that I wish could be different, I think more than anything, me personally, I expressed my gratitude and appreciation for the visioning and the work that went into what we were able to experience.” – Cohort 5 MM

“I loved the [MEV] fellowship. I wish it were still around. I feel really lucky to have been a movement maker. I love the cohort. I really hope that we’re able to meet again. And I’m excited these seeds that we’ve planted around ideas, that I think are really helpful, to help bolster these movements to end violence... I’m sad it is over but I’m excited about what’s to come.” – Cohort 5 MM

“I think that [MEV] has had an impact on so many people. People tell me that it has had a huge impact. So, I think, emphatically yes... It does create change. It’s just that we have to change or shift or widen what we mean by impact. It’s big and small and it’s holding a long arc.” – Cohort 5 MM

“I’m just grateful for the opportunity to be a part of the Move to End Violence. I’m so grateful for this space, grateful for this opportunity, grateful for the relationships that were built. And there's no other place to continue to go, but up. It's up from here.” – Cohort 5 MM
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Appendix A: Evaluation Design and Data Sources

About the Evaluation
SPR began our work as MEV’s evaluation partner in 2009, when we were engaged by the NoVo Foundation to assist with the initial stakeholder interviews that informed the development of MEV’s design principles. We have worked closely with MEV since then, developing the MEV learning outcomes and program logic model in collaboration with MEV leadership and its advisory committee in 2010, as the design for the first cohort was being developed. The learning outcomes and logic model are broad and flexible enough to have remained the same over the course of the initiative, even as it has evolved from one cohort to the next.

SPR’s overall evaluation approach is driven by a dual focus on capturing the multi-level outcomes of the NoVo Foundation’s investment in the MEV program, while simultaneously drawing out key learnings emerging from this innovative field-building project. We 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.

Appendix A documents the evaluation design and data sources through the following documents:

- **Appendix A-1: MEV Learning Outcomes.** Learning outcomes were organized according to the major MEV goals: 1) Aligning the movement, 2) Strengthening individuals and organizations in the movement, 3) Enhancing the movement’s capacity to advocate for social change, 4) Building critical mass within the movement and other movements, 5) Integration of cornerstones and impact of collaboration, 6) Engagement of other funders, and 7) Challenges and lessons learned.

- **Appendix A-2: MEV Program Logic Model.** The MEV Program Logic Model gives an overview of MEV goals and desired short-, intermediate-, and long-term outcomes.

- **Appendix A-3: Evaluation Data Sources.** The following key sources of data informed the analysis in this report: 1) document review, 2) observations, 3) cohort convening evaluations and faculty reflections, 4) interviews, and 5) surveys.

- **Appendix A-4: List of Interview Respondents.** A record of the MEV cohort members, faculty, and alumni that were interviewed at the baseline, mid-point, and end of Cycle 4.

- **Appendix A-5: Cohort Interview Protocol**
## Appendix A-1: MEV learning outcomes

<table>
<thead>
<tr>
<th>EVALUATION</th>
<th>LEARNING QUESTIONS</th>
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</table>
| Aligning the movement                          | 1. How has this initiative helped to facilitate the development of a common vision for the movement that is deeply embraced by promising leaders and that uses critical race, class, and gender analyses?  
2. How does this initiative build upon past work while also clearly demonstrating forward motion on ending violence against women and girls? |
| Strengthening individuals and organizations in the movement | 3. To what extent has the initiative promoted a healthy, thriving movement by experientially increasing the capacity of individuals and organizations to end violence against women and girls?  
4. What is the nexus between individual leaders’ increasing self-awareness, better articulation of movement values in organizations’ mission, vision, and values, and leaders’ ability to advance to the movement? |
| Enhancing the movement’s capacity to advocate for social change | 5. How has this initiative promoted and equipped participants to use cutting-edge social change theories and tools as the primary strategy to advocate for ending violence against women and girls in the U.S.? What skills, knowledge, and strategies are leaders using as a result of the trainings?  
6. What partnerships and collaborations are forming as a result of this initiative? |
| Building critical mass within the movement and other movements | 7. To what extent has the initiative mobilized a critical mass of transformed leaders and organizations such that the movement’s narrative and direction is impacted and incorporates global perspectives and cross-movement collaboration?  
8. How does the MEV Program help those in the movement feel connected and engaged? How do those within the large movement feel about this Initiative? |
| Integration of Cornerstones and Impact of Collaboration | 9. What are the interactions among the various levels, i.e., individual, organizational, network/movement levels? How do changes at certain levels affect other levels?  
10. What is the impact of the collaborative work of Movement Building Initiative participants? |
| Engagement of other funders                     | 11. How well has a funder engagement strategy informed and generated greater interest and investment in the work of the movement to end violence against women and girls (VAWG)?  
12. Under what circumstances can a movement be shaped or changed by a funder? What would need to be in place for a funder to shape the movement? |
| Challenges and Lessons Learned                  | 13. What are major challenges and lessons learned about designing and implementing a large scale, multi-year movement building initiative such as this one? What are the challenges of ensuring that this initiative’s implementation mirrors the movement building process?  
14. How is this initiative promoting longer-term sustainability of the movement’s leadership and work? |
## Appendix A-2: MEV Program Logic Model

<table>
<thead>
<tr>
<th>Short-term Outcomes</th>
<th>Intermediate to Long-term Outcomes</th>
</tr>
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<tbody>
<tr>
<td>A cluster of leaders committed to working together.</td>
<td>A vibrant and intentional vision for the future of the movement.</td>
</tr>
<tr>
<td>A unified and intentional vision for the future of the movement.</td>
<td>Strengthened capacity to build alliances and increase collaborative efforts.</td>
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<tr>
<td>A shared critical analysis with an ideological and aligned approach.</td>
<td>A sophisticated and evolved social change movement functioning outside the NoVo program structure.</td>
</tr>
<tr>
<td>Strengthening Individuals and Organizations in the Movement</td>
<td>Cohort leaders actively engaged in social change and movement building efforts in their local, state, and national communities.</td>
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### Aligning the Movement

**Goal 1:** Facilitate the development of a common vision for the movement that uses a critical race, class, and gender analysis and is deeply embraced by promising leaders.

**Strategies:**
1. Provide promising leaders who are intersectional & have the propensity for social change, the time, opportunities, supportive setting to:
   - Understand the field and power dynamics of movement building.
   - Align around a vision for the future of the movement.
   - Deepen commitment to and capacity for collaborative relationships.
   - Develop and engage in an analysis of challenging issues in the field.

### Strengthening Individuals and Organizations in the Movement

**Goal 2:** Promote a healthy, thriving movement by exponentially increasing the capacity of individuals and organizations to end VAWG.

**Strategies:**
2. Invest in transformative leadership development for individuals serving as organizational and movement leaders.
3. Invest in organizational development and provide general operating support to ensure that participating organizations have the necessary capacities and resources to engage in social change advocacy.

### Engagement of Other Funders

**Goal 3:** Develop a funded engagement strategy to inform and generate greater interest and investment in the work of the movement to end VAWG.

**Strategy:**
4. Engage other funders and encourage their investment in collaborative social change campaigns catalyzed in this initiative.

### Enhancing Movement’s Capacity to Advocate for Social Change

**Goal 4:** Promote and equip participants to use cutting-edge social change theories and tools as the primary strategy to advocate for ending VAWG in the U.S.

**Strategies:**
5. Ensure that leaders have the inspiration, training and resources necessary to develop/increase social change vision and strategy.
6. Create opportunities to apply these trainings and skills to collaborative projects or campaigns.

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

**Goal 5:** Define and mobilize a critical mass of transformed leaders and organizations such that the movement’s narrative and direction is impactful and incorporates global perspectives and cross-movement collaboration.

**Strategies:**
7. Design an experiential program structure that will reach tipping point in 5-10 yrs.
8. Create opportunities for leaders to learn from & exchange ideas w/fellow activists inside and outside the U.S.
9. Foster collaboration and partnership around joint strategic campaigns to end VAWG.

**Intermediate to Long-term Outcomes**

- 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.
# Appendix A-3: Data Sources

Following are key sources of data that informed the data analysis in this report.

<table>
<thead>
<tr>
<th>METHOD</th>
<th>DESCRIPTION</th>
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<tr>
<td>Document Review</td>
<td>We reviewed key planning, implementation, and product documents generated by the MEV staff, faculty, and cohort. These documents included: convening planning and follow-up documents, including annotated convening agendas with learning objectives; expected outcomes, presentation materials and handouts; and the MEV website, particularly the cohort blog profiles.</td>
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<td>Cohort Reflection forms</td>
<td>The MEV staff prepared and administered reflection forms for the cohort to complete after each convening. These forms were tailored to the convening objectives and were typically completed within a few weeks of the convenings. We analyzed the results for this report, with a focus on the extent to which convening objectives were met, and key insights and outcomes experienced by cohort members.</td>
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<td>Interviews</td>
<td>In August and early September 2022, SPR completed semi-structured interviews with 16 of the 19 Cohort 5 MMs. One MM also responded to questions in writing over email. In summer of 2022, SPR also interviewed MEV co-directors, facilitators, and the LJ team. The MEV co-directors also conducted a focus group of MEV staff. The interviews lasted between one and two hours, and an effort was made to let the respondents drive areas of focus, in order to best capture their unique experience. All of these interviews were fully transcribed. The interviews covered topics such as: personal and organizational impacts; within and cross-cohort collaboration; and challenges, successes, and lessons learned. Because of the structure of the interviews, respondents addressed specific topics to varying degrees, based on what was most important to them. Please refer to Appendix A-4 for a list of all interviewees and a table that summarizes the frequency in which Cohort members were quoted.</td>
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<td>Surveys</td>
<td>Finally, MEV administered social network surveys to Cohort 5 Movement Makers at two points in time: one in 2020 before the start of the program and another in 2022 after the final convening. We received baseline data on all 19 Movement Makers and final data on 15 out of 19 Movement Makers. These surveys were designed to capture the cohort’s ongoing networking and collaboration activities with each other and MEV alumni.</td>
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Appendix A-4: Interview Methodology and list of Interview respondents

We interviewed 16 Cohort 5 MMs and gathered email reflections from an additional MM. We also drew on convening reflections and the blog profiles of MMs to help fill out the data. *When preparing the report, we took care to make sure that voices were equalized as much as possible given available data.* A table at the end of this section shows the frequency in which cohort members were quoted across chapters in the report.

As evidenced in that table, we quoted all cohort members at least 4 times. Cohort members who were quoted more frequently participated in the final interview and consistently responded to convening evaluations. Cohort members who are quoted less frequently did not participate in the interview and were less likely to reply to convening evaluations.

### Cohort 5 Members
- Aneiry Simonnaeh Zapata
- Chhaya Chhoum*
- Daroneshia Duncan-Boyd
- Evonné Kaho*
- Imara Jones
- Indira Henard
- Jennicet Gutiérrez
- Juniperangelica Gia Loving
- Kalayo Pestaño
- Logan Meza
- M. Adams
- Matice Moore
- Morning Star Gali
- Nicole Santamaría
- Ninaj Raoul
- Paris Hatcher
- Pheng Thao
- Shenaaz Janmohamed
- tai simpson

### Facilitators/Staff Members
- Maura Bairley
- Monica Dennis
- Priscilla Hung
- ramelcy uribe
- Sequoia Ayala
- Latishia James-Portis

### Language Justice Team
- Catalina Nieto
- Telesh Pascual López

### Other
- Jesenia Santana, Solidaire Network (Former Program Officer at NoVo Foundation).
# Quote Frequency Among Cohort Members

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<tr>
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<th>CHAPTER 1</th>
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Appendix A-5: Cohort 5 Final Interview Protocol

MEV Cohort 5 End of Cycle Interview Questions

Time estimate: 90 minutes

Thank you for taking the time to talk with me today. I am with Social Policy Research Associates (SPR), based in Oakland, CA. We have been working with MEV since before the program launched as storytelling and learning partners. Our role is to document the experiences of each cohort and tell the story of how MEV unfolds over time. We would like to hear about how the program has influenced you as an individual, your work, and your relationships with others in the movements to end violence.

The interview data will only be used by our team, and we will not share your name with anyone. At the end of the interviews, we will summarize themes from across all cohort members for a Cohort 5 report that will document Cohort 5’s experiences in MEV. In the report, we often use quotes that capture common themes or ideas expressed by multiple cohort members, but the quotes are not attributed to individuals (they are anonymous). Once the report is finalized, MEV will share it with MEV movement makers as part of their documentation of their work.

Do you have any questions about the purpose or goals of this interview? Recording is very useful for making sure that we capture what you are saying accurately. Is it ok if I record?

1. Begin by telling me a little bit about yourself and your work.
   a. What motivated you to apply for MEV?
   b. Were there any cohort 1, 2, 3, or 4 members that influenced your decision to apply?

2. What were your goals and expectations for participating in MEV prior to joining? (e.g., movement level leadership, potential contributions, intersection of own work with MEV’s goals, etc.)
   a. Did your goals and expectations of the program shift over the course of your MEV experience? If so, how?
   b. To what extent has the program met your expectations?
   c. Were there any unexpected outcomes or takeaways you gained from the program?

3. We know that most of the convenings have been either virtual or hybrid. Tell me about the experience of participating in the virtual and hybrid convenings. What was it like?
   a. What opportunities did the virtual/hybrid format provide?
   b. What opportunities were missed?

4. Did you attend the international convening in Puerto Rico? What was that experience like?
a. What opportunities did it provide?

b. What opportunities were missed?

5. Can you tell me a little bit about the influence of language justice on your experience in the program?

   a. How familiar were you with Language Justice prior to your participation in MEV?
   b. Are there any new practices or insights that you took away or plan to? How have you applied these to your work or in your life?
   c. Were there moments that felt difficult or challenging? Describe.

6. Did you participate in organizational coaching that was available to you as a participant in MEV?

   a. If so, what types of coaching and support did you receive? How did you benefit from this support? Was there anything about the support that felt difficult or challenging? Describe.
   b. If not, why did you not participate in this resource?

Now, I would like to ask you to reflect on how and in what ways you have been influenced by your participation in MEV (if at all).

7. How did your participation in MEV influence you as an individual (your leadership, your understanding of your unique gifts or your personal perspective within the movements to end violence)?

   a. Can you tell a story or provide an in-depth example of how MEV influenced you?
   b. What programmatic pieces of the program were most influential? (Probe for focus on bringing their whole self, leadership, spirituality, spaciousness/self-care, focus on liberation/equity, forward stance/movement, beloved community, etc.)

8. How did your participation influence your work and/or your organization’s work in the movements to end violence?

   a. Can you tell a story or provide an in-depth example of how MEV influenced your work or your organization’s work?
   b. What programmatic pieces of the program were most influential? (Probe for organizational development, spaciousness/self-care, focus on liberation/equity, forward stance/movement, beloved community, etc.)

9. Have you deepened existing or formed new relationships with cohort 5 members since joining MEV?

   a. What has been meaningful about these relationships? (Diversity of cohort in terms of identity/focus of work, understanding/connections as full people).
   b. Have you had contact with members outside of the convenings? Describe.
   c. Have you collaborated professionally or in your movement work? Describe.
d. *If you have not deepened or formed new relationships within the cohort, is there anything that could have better supported you to do this? Are there any reasons for why you think you did not deepen or form new relationships with your cohort mates?*

10. Have you deepened or formed meaningful relationships with members of cohort 1, 2, 3, or 4 since joining MEV’s cohort 5? we are

   a. What has been meaningful about these relationships? (Probe for collaborations or connections that have furthered their work).

   b. *If you have not deepened or formed new relationships, is there anything that could have better supported you to do this? Are there any specific reasons for why you think you did not deepen or form new relationships with these cohort members?*

11. Are there any ways that you have not talked about already that MEV has influenced you?

Finally, I would like to hear your overall reflections on MEV influence on the movements to end violence.

12. At its onset, MEV’s goal was to grow and “expand strong, innovative, and sustainable movements to end violence against all women and girls, including those who are cis and trans and those that are gender-nonconforming.”

   a. To what extent do you think that MEV has achieved this goal? What would you point to as key milestones or accomplishments?

   b. What aspects of the program have been most influential? (Influence on broader conversation around self-care and spaciousness, centering of the leadership of women of color).

   c. What aspects of the program were not helpful for furthering this goal? Do you think that programs like MEV, which focus on promoting the leadership of a relatively small number of leaders, can have a broader influence on social movements? Why or why not?

13. What recommendations or insights do you have for what is needed moving forward to “expand strong, innovative and sustainable movements to end violence against all women and girls, including those who are cis and trans and those that are gender-nonconforming” based on lessons learned, emerging issues or changes within your organization, or current trends in the field?

   a. What type of support is needed? At what level?

14. We have reached the end of my questions for you. Thank you so much for your time and thoughtfulness. Is there anything that you would like to share that you have not had the opportunity to share thus far?
Appendix B: Survey Methodology

To measure changes in relationships and networks across time, MEV administered a social network survey to Cohort 5 in 2020 before the start of the program and a second survey at the end of Cycle 5 in 2022. The social network analysis (SNA) produced from these survey results provides a description of Cohort 5 members’ relationships with one another and with alumni Movement Makers. This appendix details how the SNA was designed, a technical overview of key SNA metrics reported in the main report, and a description of limitations.

About the Surveys

The evaluation sought to measure and track the strength of relationships among cohort members across the two-year cycle and measure and track relationships with MEV alumni.

The first SNA survey was administered to all 19 Cohort 5 Movement Makers in Summer 2020 as part of their MEV applications. They were instructed to rate their relationships with alumni Movement Makers based on their personal and professional connections. The second SNA survey was again administered to all 19 Cohort 5 Movement Makers in Fall 2022 as part of the Convening 6 Evaluation.

SNA Survey Analysis

SPR used R statistical software\(^1\) and specifically, the igraph package\(^2\) to analyze and visualize the SNA data. All maps did not force reciprocity; in other words, SPR did not assume that the level of connectivity reported between individuals was the same. Each map visualizes the connections from among the individuals/organizations represented. SPR analyzed each visualization for its density, which is the number of connections in the network, shown as a proportion of the number of possible connections. This measure, tracked over time, will show how the network strengthens across the cycle.

Survey Limitations

As noted, Cohort 5 members were instructed to report their personal connections. As a result, connections held by their organizations are not reflected in the data. While it may have been desirable for the data to reflect organization-wide connections, this analysis chose to focus on individual cohort member connections to manage the scope of the survey and specifically analyze growth in networks among the individuals in the cohort.

Additionally, the lack of a baseline network between Cohort 5 Movement Makers limited our analytical scope. That is, as Cohort 5 MMs were not asked about connections to each other early in the program, we cannot know from the SNA how their relationships changed over time.


Appendix C: Convening Reflection Forms

After each convening, participating movement makers had the opportunity to fill out post-convening reflection forms that included both qualitative and quantitative questions. Quantitative questions for convenings one through five were focused on two areas, 1) their overall convening experience, and 2) the extent to which intended outcomes were met. To assess their experience, movement makers were asked to rate their level of agreement on a 4-point scale, 1 being “strongly disagree” and 4 being “strongly agree,” on seven statements across all the convenings, shared in the table below. To assess whether intended outcomes were met, movement makers rated outcomes on a 4-point scale, 1 being “not at all” met and 4 being “fully” met. Movement makers were asked to rate four to five unique outcomes specific to each convening’s objectives. Convening six did not include these quantitative measures and instead only consisted of open-ended reflection questions.

The total number of respondents ranged from 13 to 19 movement makers, with an average of 16 movement makers completing the reflection form. All quantitative questions were optional; thus, movement makers could choose which questions they answered.

<table>
<thead>
<tr>
<th>PLEASE RATE YOUR OVERALL CONVENING 5 EXPERIENCE:</th>
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<tbody>
<tr>
<td>I understood the purpose of the convening before arriving.</td>
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<td>The overall content of the convening was useful and relevant.</td>
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<td>Overall, the presenters, facilitators and staff were effective.</td>
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<td>The session methods were appropriate and conducive to my providing input and discussion.</td>
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<td>The pace of the convening was appropriate.</td>
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<td>There was the right amount of down time.</td>
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<td>Practicing Language Justice in-person allowed for greater learning, depth, and connection.</td>
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<td>Please rate your overall Convening 5 experience:</td>
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As shown in the table below, Movement Makers generally agreed that convenings were a positive experience and that outcomes were met.
### Exhibit 1. Convening Reflection Survey Results

<table>
<thead>
<tr>
<th>Convening</th>
<th>Format</th>
<th># of Survey Respondents</th>
<th>Overall Experience</th>
<th>Met Intended Outcomes</th>
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<tbody>
<tr>
<td><strong>Convening 1: Radical Welcome and Rest</strong></td>
<td>Virtual</td>
<td>18</td>
<td>3.6</td>
<td>3.6</td>
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<tr>
<td><strong>Convening 2: Courageous Leadership in Times of Crisis: Cultivating Core Strength, Vision, and Spaciousness</strong></td>
<td>Virtual</td>
<td>19</td>
<td>3.6</td>
<td>3.7</td>
</tr>
<tr>
<td><strong>Convening 3: Leadership for Liberation: Deepening our Relationships, Shared Analysis, and Readiness to Move Together!</strong></td>
<td>Hybrid</td>
<td>17</td>
<td>3.5</td>
<td>3.4</td>
</tr>
<tr>
<td><strong>Convening 4: All About Love: New Legacies of Leadership</strong></td>
<td>Virtual</td>
<td>16</td>
<td>3.9</td>
<td>3.6</td>
</tr>
<tr>
<td><strong>Convening 5: Transnational Movement Building in Puerto Rico</strong></td>
<td>In-Person</td>
<td>13</td>
<td>3.4</td>
<td>3.2</td>
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<tr>
<td><strong>Convening 6: MEV’s Cross Cohort Sunset Convening in Santa Ana Pueblo, New Mexico</strong></td>
<td>In-Person &amp; Hybrid</td>
<td>15</td>
<td>N/A</td>
<td>N/A</td>
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Note. Convenings ratings were measured on a 4-point scale, with 1 indicating strong disagreement or not at all meeting outcomes and 4 indicating strong agreement or fully meeting outcomes. Ratings above are the average for both elements across all evaluation respondents.
### Appendix D: Reflections on Virtual and Hybrid Format

The two tables below summarize Cohort 5 Movement Makers’ reflections and provide further nuance and detail into their experiences with virtual and hybrid convening formats. They are organized by overarching themes in the left column and illustrative quotes on the right. The first table highlights bright spots and the second focuses on areas of opportunity.

#### Virtual & Hybrid Convenings: Bright Spots

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<th>THEMES</th>
<th>ILLUSTRATIVE QUOTES</th>
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<td>Movement Makers expressed appreciation for the resources that supported both their rest and participation in convenings, as well as MEV staff’s dedication to ensuring everyone had what they needed. Movement Makers shared that MEV staff were flexible, supportive, and accommodating. One Movement Maker noted how thankful they were that MEV was committed to supporting them as a parent/caregiver.</td>
<td>“They put us in Airbnbs and said they were going to pay for all the food. And the programming was a beautiful layout. There was so much intention that I didn't feel like I was missing things at the very beginning, I was just experiencing a really cool virtual experience.”</td>
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<td>“They would reach out to you. They would personally call you, personally text you. The intention and the care was deeply felt, and I haven't had an experience like that before, which more than exceeded my expectations in that way.”</td>
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<td>“I would sign up for all the healing sessions. I would go to a beautiful place, and so for me, that was the opportunity, and I definitely took those opportunities, and it gave me spaciousness that I would not have been able to have during the first two years of being a director.”</td>
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<td>Some Movement Makers needed the virtual format to fully participate in convenings, due to health and safety issues, anxiety and stress levels, and family demands on their time.</td>
<td>“The MEV team wanted to be very understandable of where we are with COVID, Monkeypox and all these types of things, and wanted to be very open to who wants to come in person, who wants to do virtual. And that option is always important because not everybody feels safe. Not everybody has the energy to be going through airports where most people are not really protecting themselves.”</td>
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<td>“I don’t know if I would've been able to participate without a virtual component. And so, it allowed me to still be there, which, again, is really helpful when having family members dying from COVID made me not want to travel. And so, I was still able to be part [of it].”</td>
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<td>“It allowed me to actually feel supported during the convening. So oftentimes being a person that’s walking around this earth and [in this] body, travel can feel very scary. Even if I’m perceived as cis, it’s still very scary.”</td>
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<td>Some Movement Makers described the virtual format as more inclusive and easeful compared to in-person convenings. This sentiment was also shared by staff, who recognized the difference it makes when MMs attend from the safety and comfort of their own space.</td>
<td>“Because we met virtually for so long, it allowed folks to show up however they needed to. I hate having my camera on unless I absolutely have to. It allowed people to join with their children from home, from a virtual background from the beach, wherever the hell they wanted to. So, it didn’t give the sense of ‘I must be performative,’ or ‘I must approach in a particular way.’ For me, it was easier to be honest and open and real about my life, where I come from, why I speak the way I do, all of those things.”</td>
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<td>Virtual convenings provided Movement Makers a sense community and connection, albeit not as deep had convenings been in person.</td>
<td>“At least for me, it made my week much more smoother and it didn’t feel like I was having to transplant myself somewhere and then transplant myself back. The physical moving or traveling wasn’t a part of the experience, which also felt good to just be in one location and still be with family and not have to think about family being somewhere else or taking time for family at the same time as well too.”</td>
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<td>Deep conversations and reflection still occurred in virtual spaces, allowing Movement Makers to grow and learn. MMs described how the virtual space allowed them to reflect in community while also being in isolation; this was identified as an important highlight amidst the pandemic.</td>
<td>“This pandemic made everyone reconsider different ways of doing work, of doing community, of staying together and even though it was practically a virtual meeting, a virtual cohort, we still had that warmth and that care and that presence in different ways.”</td>
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<td>“It was really draining because I got tired of Zoom with the COVID experience; it was a lot. But when we got together, it made sense. We still felt like we were connected, but not as connected if we [were] physically in-person.”</td>
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<td>“[Virtual convenings] achieved incredible results with the conditions we had, that we did manage to establish community and connections, interactions.”</td>
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<td>“I just learned so much about adapting. It felt so good, better than anything else I’ve ever seen at a virtual [gathering]. Really holding space virtually, and meaningful conversations, so much of that still took place, right?”</td>
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<td>“I think by the second convening, we also got into tools around identifying your vision, identifying your strengths, and those types of things. And so by the second convening, I was like, ‘Oh, these folks are amazing. What is this, and how did I get so fortunate to be listening to some of these conversations?’”</td>
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<td>“I think there was still opportunities to reflect and to really do some deep work and some deep thought in spite of the environment. That’s always great in my book.”</td>
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### Virtual & Hybrid Convenings: Areas of Opportunity

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| For many, the virtual format did not foster the deep relationship building that they would have liked. Movement Makers found it challenging to connect with one another online for many reasons, including screen fatigue and difficulty staying present. | “Many times when you have two hours in front of a computer, you are not fully there. You are no longer there; your mind is already on other things. And even more when you are at home: someone is going to come and pick up the garbage, someone is going to come and sell something. So, you lose a lot when it is totally online.”

“I think simply put, it was just challenging. It was challenging being on Zoom so many hours. It was challenging trying to get to know fellow cohort members and facilitators. It was just hard. And so, I think it’s different when you’re able to be in the same physical space where you’re really able to shut down and focus and pay attention. It gets more challenging when you’re on Zoom and you’re distracted because of whatever’s going on around you. Yeah, I mean I think on that level it was just a hard virtual year, but I do know that they did the best they could under what we had to work with.”

“...I think so much of it was also in response to people in crisis, people really being super burnt out, just wanting to give people as much options, opting in and out of things, so that a lot of people would rest or be off camera or not participate, or whatever it is, which I completely understand. It didn’t necessarily allow for connections, deeper connections earlier on.”

Convening 3’s hybrid format resulted in many challenges for both in-person and virtual attendees. In-person pod members did not have dedicated MEV staff on site, while virtual attendees had difficulty being present. | “I ended up being the point person for the group. And so just for me, I was like, ‘Oh, this was more work than I anticipated doing,’ and I wasn’t mentally, I think, or physically prepared to do this amount of work.”

“I loved being in person with [other Movement Maker], but where I stayed, my hotel was not good. They were not following COVID protocols. I had to move hotels. And there was no one with us on site.”

“I felt a disconnect with the cohort this time around. Some were in person together with palpable energy and chemistry. Those of us online were connected but had FOMO.”

“The MEV team did their best and I know cohort folks too. Appreciate the learning we did together and the virtual learnings.”

“The MEV team did their best and I know cohort folks too. Appreciate the learning we did together and the virtual learnings.”

“The MEV team did their best and I know cohort folks too. Appreciate the learning we did together and the virtual learnings.”