



SOCIAL POLICY RESEARCH
ASSOCIATES

Evaluation Plan for the NoVo Initiative to End Violence Against Women and Girls

Prepared by:

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EVALUATION OF COHORT 1

NOVO MOVEMENT TO END VIOLENCE INITIATIVE

JANUARY 1, 2011 TO APRIL 30, 2013

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

Evaluation Questions: Our evaluation will be guided by several core evaluation questions, which will frame our data collection and analysis for the evaluation. The questions are organized according to the major components or cornerstones. Because this work is path breaking, these questions are framed as both learning and evaluative in nature.

Exhibit 3. Evaluation and Learning Questions

Aligning the movement

1. How has this initiative helped to facilitate the development of a common vision for the movement that is deeply embraced by promising leaders and that uses critical race, class, and gender analyses?
2. How does this Initiative build upon past work while also clearly demonstrating forward motion on ending violence against women and girls?

Strengthening Individuals and organizations in the movement

3. To what extent has the initiative promoted a healthy, thriving movement by experientially increasing the capacity of individuals and organizations to end violence against women and girls?
4. What is the nexus between individual leaders' increasing self-awareness, better articulation of movement values in organizations' mission, vision, and values, and leaders' ability to advance to the movement?

Enhancing the movement's capacity to advocate for social change

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

Building critical mass within the movement and other movements

7. To what extent has the initiative mobilized a critical mass of transformed leaders and organizations such that the movement's narrative and direction is impacted and incorporates global perspectives and cross-movement collaboration?
8. How does the Movement Building Initiative help those in the movement feel connected and engaged? How do those within the large movement feel about this Initiative?

Integration of Cornerstones and Impact of Collaboration

9. What are the interactions among the various levels, i.e., individual, organizational,

network/movement levels? How do changes at certain levels affect other levels?

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

Engagement of other funders

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

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

Challenges and Lessons Learned

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

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

Evaluation Scope of Work

Timeline	SPR Tasks
<p>Task 1 Launch & Implementation Evaluation (Jan - Apr 2011)</p> <p>April 2011 March 2012</p>	<p>Cohort Selection and Data Gathering. As part of our participation on the Design Team, we will provide feedback and suggestions as appropriate on the selection criteria to ensure that all materials and information collected from applicants will result in useful and robust baseline data on cohort participants.</p> <p>Design of Data Collection Instruments. We will develop convening and training observation guides, interview protocols as they relate to the Initiative outcomes, indicators, and evaluation questions. SPR will also work in partnership with the program partners to co-develop and analyze event evaluation forms.</p> <p>Attendance of Annual Faculty Convenings. We will attend the Faculty Convenings in 2011 and 2012 to help support the launch of the program and share relevant evaluation tools and processes to closely coordinate with Program Team members.</p>
<p>Task 2 Convening 1 (May 2011)</p> <ul style="list-style-type: none"> • Attendance of Cohort 1 Convening 1 <p>Deliverables</p> <ul style="list-style-type: none"> • Cohort 1 Summary and Analysis of Convening 1 May 30, 2011 	<p>Observation and Documentation of Cohort 1 and Cohort 2’s Convening 1 on Visioning. SPR will attend and observe the first meeting for Cohorts 1. Our observation of the convening will inform the evaluation at two levels. At the participant level, SPR will gain insight into how these events are customized to address and leverage the diverse backgrounds of participants/grantees. At the Initiative level, SPR will explore how the Initiative’s iterative process of supporting multiple cohorts builds upon one another to help network, coordinate, strengthen, and build the broader movement.</p> <p>Convening 1 Summary and Analysis and Post-Convening Debriefings. Within 2-3 weeks of this event, we will participate in program team debriefings. Building upon Chandra’s note transcriptions, graphic recording and our more detailed notes, we will summarize highlights of the meeting and analyze what worked, what did not work for the participants, emerging outcomes, and considerations for the next phase of the project. This summary will also include: (1) training evaluations completed by the participants, (2) completed faculty reflections.</p>
<p>Task 3 Interim Work</p>	<p>Interim Work (Self Care & Strategic Thinking). We will gain a sense of what this interim training and work entail for each participant and his/her organization. In</p>

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<p>between Convenings 1 & 2 (Summer 2011)</p> <p>(Jan 2011 – April 2013)</p>	<p>Cohort 1, we will participate in the self-care training provided by Norma and Pua to NoVo/MEV Foundation and TRG staff. Post-training, we will plan to debrief with the trainers on how these sessions went and their assessment of the participants' needs, skills, capacities, and progress.</p> <p>Document Review. Throughout the entire initiative, to gain a deeper understanding and track progress of the Initiative and its participants, SPR will coordinate with the Program Partners to gather, review and leverage for the evaluation the documents already generated. These documents will include (1) background documents on the participant selection process for each of the cohorts, including prequalifying application materials, participant application forms, site visit and interview notes, and other due diligence notes, (2) key grantee/participant reports and check-in notes with NoVo/MEV, (3) Program Partners' reports to NoVo/MEV, (4) available documentation of Initiative events, including the five convenings, trainings and follow-up OD plan and work in between convenings, and (5) Initiative program content (e.g. curricula, worksheets, readings) and developed tools. Between Convening 1 and Convening 2, we anticipate that the following assessments have been administered by the TCC Group, and we will use the following data sources for the Baseline, Interim, and Final Reports.</p> <ul style="list-style-type: none"> • <i>CCAT.</i> An analysis of <i>individual organizational</i> CCAT scores prior to participation in any OD consultation will provide more insight into each cohort organization's strengths and weaknesses. • <i>Advocacy CCAT:</i> We will also analyze individual-level pre-and post-A-CCAT scores in order to directly report on how (and in which specific areas) grantee organizations are growing during participation in the Movement Building Initiative. <p>In addition to the data sources identified above, other potential sources for document review include individual and organizational level data such as <i>mission statements, strategic plans, self care pre-work questions, self care plans, leadership plans, OD Plans, peer mentoring, and storytelling data.</i></p>
<p>Task 4 Convenings 2-5</p> <ul style="list-style-type: none"> • Attendance of Cohort 1's Convenings 2-5 • Post-Convening debriefings <p>Deliverables:</p> <ul style="list-style-type: none"> • 4 Summaries & Analyses of Cohort 1's Convening 2-5 Sept 30, 2011 Feb 15, 2012 June 30, 2012 Sept 30, 2012 	<p>Observation and Documentation of Convenings 2, 3, 4 and 5—Transformative Leadership Development, International Site Visit, and Social Change. SPR will attend and observe Convenings 2-5 for Cohorts 1 (and not future cohorts) for the same purposes stated in Task 2. In our coverage of Cohort 1 convenings, we will aim to fully understand the structure and administration of the training and participants' responses, particularly with regard to the Rockwood Leadership Institute's implementation of the Art of Leadership training, social change skill building by Spitfire for the cohort participants. Our goal is to understand how these trainings are administered, what components work for the participants as they were originally designed and what components need to be adapted specifically for those who are working to the advance the movement to end violence against women and girls.</p> <p>As part of the Rockwood Leadership Institute's work with leaders, we anticipate using the results of the <i>360-degree assessment</i> as a baseline. In addition, we will be reviewing any research, studies, scans that emerge from the social change training and follow up (e.g., <i>Opinion Research Scan, Media Scan, New research -- Polling; focus groups</i> – as part of the cohort practicum)</p> <p>Summaries of Evaluation & Reflection Results & Post-Convening Debriefings. Within 1-2 weeks of this event, we will participate in program team debriefings. For Cohort 1, we will build upon Chandra's note transcriptions, graphic recording and our more detailed notes and summarize highlights of the convening and analyze</p>

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	<p>what worked, what didn't for the participants, emerging outcomes, and considerations for the next phase of the project.</p>
<p>Task 5 Baseline Reporting</p> <p>Cohort 1 Social Network Surveys April 2011</p> <p>Cohort 1 Interviews (16 participants) Sept 2011</p> <p>Deliverables</p> <ul style="list-style-type: none"> • Initiative & Cohort 1 Baseline Report Oct 31, 2011 	<p>Initiative and Cohort 1 Baseline Report. For Cohort 1, we will prepare an expanded Initiative Baseline Report. This report will not only incorporate the data sources listed in the document review task and the observation data that we collect, we will incorporate the Social Network Survey data and analysis. SPR proposes administering a <i>Social Network Survey</i> once at the beginning and again towards the end of the Initiative. We will use this data to analyze the extent to which the Initiative has helped the movement's capacity to network as well as the depth and nature of these relationships.</p> <p>In addition, by assessing the Initiative's use of diagnostic tools (e.g., the CCAT and 360 degree assessment), SPR will examine how the Initiative is using these types of tools to build a richer and more relevant knowledge base that can be strategically leveraged by the movement. In addition, the baseline report will incorporate interviews with <i>cohort participants</i>. SPR will conducting telephone interviews with leaders (e.g., executive directors, project directors, and line staff from grantee organizations from each cohort at the baseline. The goals of these interviews will be to document individual leadership transformation, changing organizational capacity at the launch, mid-point, and close of the grant period as well as participant feedback on the Initiative itself.</p>
<p>Task 6 Interim Work between Convenings 2-6</p> <p>Oct - Dec 2011 Jan -June, 2012 June-Aug, 2012 Sept-Dec 2012</p>	<p>Interim Work: Peer Coaching & O.D. Assessment, Story telling and O.D. Development, Cohort Collaboration & O.D. Work. Because interim work between Convenings 4-6 will be specific to as many as 24 organizations, rather than observe all these sessions, we will plan to administer session evaluations and debrief with the trainers to document what transpired, how participants engaged, and also ask trainers to complete Faculty Reflection forms to document each event. We will follow up with cohort participants during the mid-point and end of the end of their cohort cycle to gather their feedback on the effectiveness and application of knowledge and skills gained through convenings and interim work.</p>
<p>Task 7 Convening 6</p> <p>(Dec 2012)</p> <ul style="list-style-type: none"> • Attendance of Cohort 1's Convening 6 • Deliverables: Cohort 1 Summary and Analysis of Convening 6 Dec 31, 2012 	<p>Observation and Documentation of Cohort 1's Convening 6 Movement Convening (4 days). SPR will attend and observe the last convening for Cohort 1. Our observation of the movement convening will help us to assess the cumulative effect of participation in the Program for Cohort 1 and the beginning of the bridging of Cohort 1's experience to Cohort 2. In order to track the long-term impact of participation in the cohorts, SPR also proposes conducting in-depth focus groups at the last convenings with a subset of different <i>cohort alumni</i> to document how they have applied the skills that they have learned, taken advantage of connections that they have made, and gone on to engage in formal and informal collaborative work that grew from their participation in this initiative.</p> <p>Summary and Analysis of Convening & Debriefing. Within 2-3 weeks of this event, we will participate in program team debriefings and summarize highlights of the meeting and analyze what worked, what didn't for the participants, emerging outcomes, and considerations for the next phase of the project. This summary will also include: (1) training evaluations completed by the participants, (2) completed faculty reflections.</p>

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<p>Task 8 Analysis and Reporting</p> <p>Cohort 1 Interviews (15 participants) Feb 2012</p> <p>Deliverables</p> <ul style="list-style-type: none"> • Interim Report Feb 28, 2012 • Final Report March 31, 2013 	<p>Cohort 1 and Cohort 2 Interim Report. This deliverable will serve as a mid-term report for Cohort 1. The Interim Report, which will be presented at the annual faculty convening, will summarize what worked, what hasn't in participant selection and program implementation. We will also begin to note emerging project outcomes and lessons learned from Cohort 1 that can be used to help inform strategies for the Initiative's selection and implementation in Cohorts 2-5.</p> <ul style="list-style-type: none"> • <i>Cohort participants.</i> SPR proposes conducting telephone interviews with leaders (e.g., executive directors, project directors, and line staff from grantee organizations from each cohort at the mid-point and end of the 24-month cycles. • <i>Movement Building Initiative Program Partner and NoVo/MEV Staff.</i> SPR will also conduct interviews with Program Partners/Intermediaries regularly within each cohort cycle. <p>Cohort 1 Final Report. SPR's evaluation of each cohort will culminate with a final report for each cohort. The final report will encompass a summary of key individual leader, organizational, collaborative project outcomes and lessons learned from the Movement Building Initiative and recommendations for implementation of considerations for the next cohort. In addition to the quantitative data described above, we will conduct interviews with the following key Program Partners and participants listed above. The individual, organizational, and cohort-level data will allow for a deeper analysis of program impact on participants and their organizations, and allow us to draw more in-depth conclusions regarding the successes and potential gaps in the Initiative program strategies.</p>
<p>Task 9</p> <p>2 Blog Entries per year, date to be mutually agreed upon</p>	<p>Blog Entry. SPR will submit two blog entries per year for potential use on Move to End Violence's blog. The blog entries may be original writings, reflections on the experience with the project, or repurposed articles of SPRA's that are of interest to the Move to End Violence audience.</p>

**NoVo Foundation's Strengthening the Capacity of the U.S. Movement to End Violence Against Women & Girls
To Imagine and Align around a Vision of and Advocate for Social Change**

NoVo Movement Building Logic Model

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