

Report to the US Embassy in Moldova and National Coalition 2016 Domestic Violence Speakers Program



19 – 22 April, 2016

Chisinau, Moldova

Introduction

Karen Tronsgard-Scott of the Vermont Network Against Domestic and Sexual Violence collaborated with the Secretariat of the National Coalition to End Family Violence in Moldova to develop a three-day intensive and interactive training session conducted 19 – 22, April, 2016.

Karen Tronsgard-Scott extends her heartfelt thanks to Ludmila Bilevschi and Lauren Perlaza of the United States Embassy in Moldova; and to Angelina Zaporojan-Pirgari, Eleonora Grosu, and Veronica Vition of Women's Law Center, and to the members of the Coalition.

Goals and Objectives

The Goal of the Domestic Violence Speakers Program was to strengthen the Moldovan Domestic Violence Coalition.

Objectives including building internal capacity by strengthening the leadership of the coalition members; strengthening the coalition by building the relationships between coalition members; expanding the knowledge and skills of the coalition members in relation to working in coalition; expanding the impact of the coalition by creating a two year plan for its priority activities.

The detailed training schedule, including the original and amendments, is attached in the Appendix.

Activities and Achievements

Participating members of the Coalition included: Women's Law Center, Casa Marioarei, International Center "La Strada" Moldova, Center for Assistance and Protection of victims and potential victims of human trafficking, NGO "Promo-LEX", NGO "Gender-Center", Maternal Center "Pro-Familia" (Causeni), Maternal Center "Pro-Femina" (Hincesti), Community Center from Ungheni, Center for Agressors (Drochia), Maternal Center from Drochia, Maternal Center, Cahul, NGO "Stimul" Ocnita, Center for Youth "Dacia" Soroca, Center for Intervention "SOTIS" (Balti), Center of Temporary Placement (Balti), and NGO "Honoring the rights of contemporary women" (Balti), Center for Rehabilitation of victims of torture and domestic violence "Memoria", National Center for Prevention of Child abuse.

Members made a serious commitment to this training, arriving on time and staying present throughout. The Women's Law Center made it possible for participants to stay overnight in Chisinau.



Day One Activities and Achievements

Day one began with a welcoming breakfast hosted by Julie Stufft, the Deputy Chief of Mission at the U.S. Embassy. She welcomed participants into her home and then came to the training site to welcome participants to the training.

The goal for Day One was to engage members of the coalition as leaders. Activities included:

1. An overview of the three days.
2. Introductions by each of the members in attendance.
3. Discussion – Characteristics of a Contributing Coalition Member. Karen presented research on the characteristics of highly successful groups from a

study conducted by Google. This study determined that, contrary to what might be assumed, the highest functioning groups are not comprised of the most skilled workers, but of groups wherein there is a high degree of self-control (as evidenced by the fact that all members spoke for roughly the same amount of time at meetings); trust; empathy; and unity and focus. Members of the coalition created a list of the characteristics which they considered to be important to their work as a group:

- Trust
- Focus on purpose
- Equality
- Skills related to leadership, facilitation, negotiation, conflict resolution
- Content knowledge
- Flexibility and willingness to compromise

During this exercise an issue for the coalition was named, which involved a meeting of the coalition in January wherein some members acted out with anger. This issue was raised and discussed with commitments to come to meetings in a frame of mind to discuss and not shout, and to communicate using ethical communication guidelines.

This issue speaks to the need for further relationship building and practice among the members of the coalition.

Members also discussed why the coalition was formed including the desire to speak with a unified, strong voice; to affect changes within laws, policies and practices; to create a network of quality services across Moldova; to build the capacity of individual members; and to exchange information about practices.

4. Coalition members learned techniques for maintaining a strong, balanced stance and discussed leadership achievements with each other.
5. The coalition succeeded in surfacing some underlying issues and in describing how they might come to the coalition in a highly functioning way.



Day Two Activities and Achievements

The original goal of Day Two of the training was to expand the knowledge and skills of the coalition members in relation to working in coalition by engaging them in a series of small group activities. These activities were designed to help them to identify and explore the core strengths of the coalition; the roles of individual coalition members and the strategies needed to achieve the purpose of the coalition. At the request of the Secretariat, the day's agenda was amended:

Day Two Amended Schedule:

1. Welcome and Comments
2. Strategic Operations – presentations
3. Planning in small groups

Activities included:

1. Strategic Operations - Karen presented a detailed overview of the Vermont Network, its functioning and achievements. Angelina Zaporozhan-Pirgari presented an overview of the achievements of the coalition. Florence Tercier Holst-Roness and Mia Vukojevic of the Oak Foundation presented on their experiences with similar coalitions in other countries.'
2. Planning – Florence and Mia of the Oak Foundation facilitated the formation of small groups and charged the groups with creating a model for the future of the coalition. The groups spent the afternoon of day two working on their proposals.



Day Three Activities and Achievement

The goal of Day Three was to create a strategy plan for the next three years.

Activities included:

1. The groups formed on Day Two finished their work and presented their proposals:

Group One – This group envisioned the coalition within the existing structure of the General Assembly, the Secretariat and the Board.

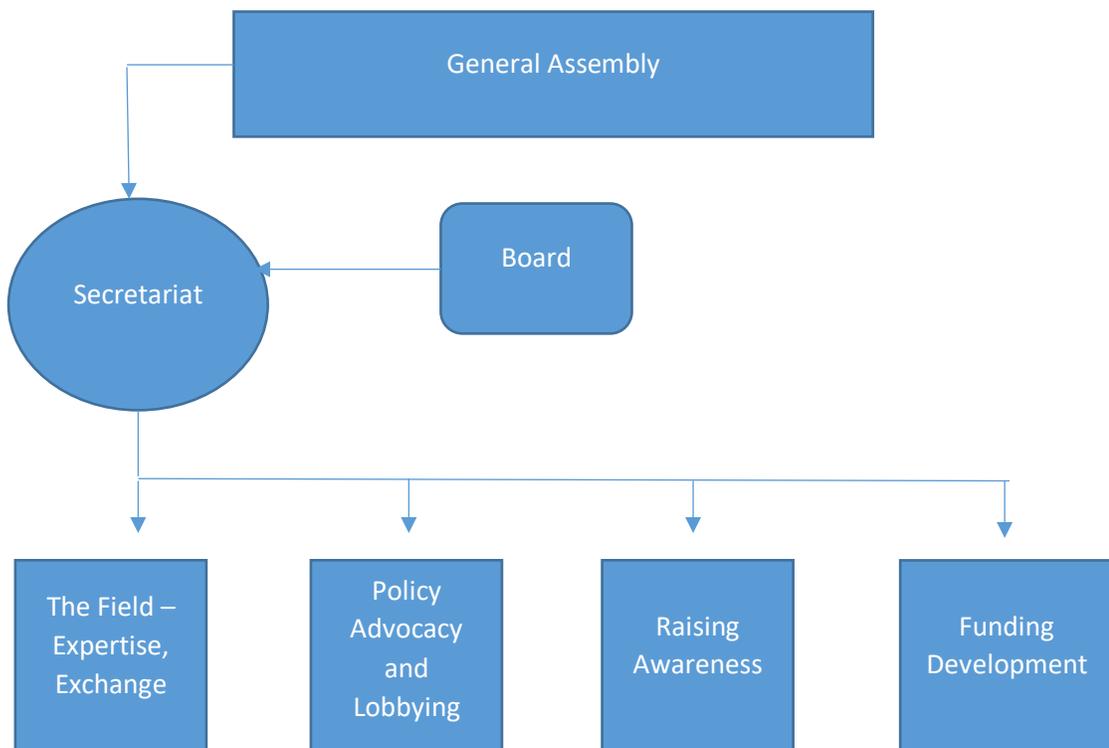
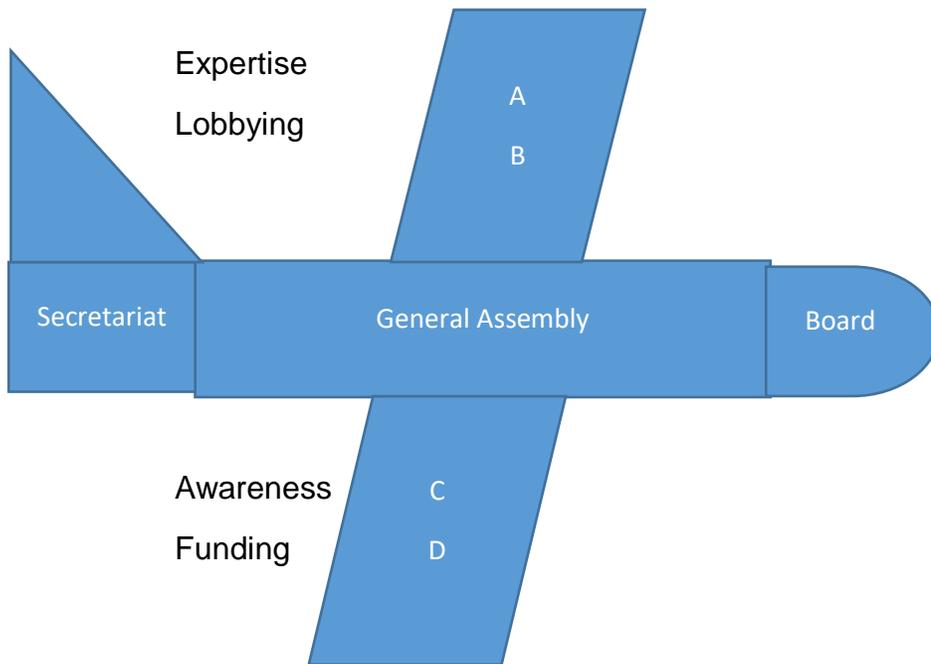
- General Assembly – comprised of the entirety of the membership including NGO's, hotlines, shelters and lobbying organizations. Work is completed through small work groups. Each member designates a single person who attends coalitions meetings.
- Secretariat – this role is based on impartiality and needs further development. Questions included, “Is the Secretariat a member of the coalition?”; “What skills and knowledge is required to hold this role?”; “How does the Secretariat embody transparency, manage disputes, promote the coalition over their own organization, manage the finances, involve the coalition in decision making?”

Recommendations of Group One

- Provide the coalition with a regular financial report based on a budget
- Coordinate events among the membership and Secretariat to maximize the impact
- Promote the separate and distinct identity of the coalition
- Create a platform for sharing information among the members and to bring outside expertise to the coalition
- Register the coalition with the Ministry of Justice



Group Two – This group used an analogy of an airplane to describe the coalition:



Recommendations of Group Two

- Reorganize the Secretariat as an administrative function
- Appoint people and not organizations to the board
- Attend to all four areas equally
- Coordinate the pace of the coalition together.



Group Three – This group addressed issues which they felt inhibit the functioning of the coalition and identified actions to mitigate these issues.

Recommendations of Group Three

- Membership – amend the current regulation to allow organizations with less than three years of existence to be members of the coalition.
- Create a Secretariat which is administrative in nature
- Focus the work of workgroups under the authority of the board
- Provide detailed agendas for all meetings.
- Improve the efficiency of communication between members and between members and the Secretariat
- Determine leadership roles and structures within the coalition and in the absence of a larger role for the Secretariat
- Create a report on the coalition that includes the main achievements of the members
- Conduct a needs assessment among the members and create a map of services
- Identify future resources to support members
- Center victims in all work



Group Four – This group analyzed current coalition operations and provided proposals for the future.

Structures:

General Assembly

- The current General Assembly required greater development of the roles and responsibilities of members. The GA must assert the equality of all members.
- The General Assembly must approve and embody the Declaration of Regulations, Mission and Vision of the coalition.
- The General Assembly elects the board
- The General Assembly mobilizes and carries out activities.
- The General Assembly is responsible for coordinating outreach activities
- The General Assembly drafts and approves all legal documents

Board

- The Board has authority over all working groups,
- The Board provides ad hoc comments on coalition documents
- The Board has authority of all internal policies, i.e. communication, membership, etc.
- The Board drafts all legal documents or assigns a drafter.
- The Board represents the coalition at events (and not their own organizations)

Recommendations of Group Four:

- Close the membership for a period of two years in order to allow the coalition the time needed to move to its next level and organize itself.

- Form working groups comprised of coalition members (each member is on at least one group) and provide these groups with a specific charge, time line, and accountability plan.
- Develop clear criteria and processes for excluding or sanctioning members of the coalition. Each member will undergo a formal and regular reflection and evaluation of the membership. Develop a special team to conduct these reviews comprised of board members, and a neutral person from outside the coalition.
- The Secretariat supports the General Assembly, administers the coalition, maintains minutes, documentation and schedules, convenes meetings, completes logistics for coalition events, and all other duties related to helping the coalition to fulfill its mission. The Secretariat is not the leader of the coalition.

Ideally, the Secretariat is an independent agency with a budget and staff. For the time being the Secretariat must be located within an organization which has the capacity to play this role. The leader of this host agency must be explicit about their role – at times they will be representing the coalition and at times they will be representing their agency. They should not do both at the same time. The board will assist the Secretariat in fulfill the role with respect to the coalition.

- The Board meets monthly, the General Assembly meets every 6 months plus ad hoc sessions as needed.

2. Formation of Work groups – the coalition formed three work groups:

- a. Standards – this group will create standards for providing services which will be mandatory for all coalition members.
- b. Structure – this group will examine all coalition structures and regulations and make recommendations for amendments an updates.
- c. Transition Team – this group, comprised of the current board, the leader of the structure work group, and the Secretary of the coalition, will oversee the work groups and support the development of a map of current resources (providers); a plan for integrating beneficiaries in the coalition structure; conduct a needs assessment; and hold the need to examine funding and funding development in the future.

3. Coalition Structure Amendments – the coalition agreed to the following structural changes:

- a. Fiscal Host – the Fiscal Host will be an organization that has the capacity for this role, meets all regulatory requirements, uses a procurement procedure, and undergoes an audit. It will be compensated for administrative costs at a rate of 3% when possible. For now, this role will be fulfilled by the Women’s Law Center

- b. Secretary – The Secretary is accountable to the coalition board. The Secretary is responsible for facilitating meetings, coordinating activities, and reporting to the board. The Secretary will be paid by the Fiscal Host and they may be responsible for fund raising and fund development. For now the Secretary of the Coalition is Veronica Vition.



Recommendations

The coalition stands today at a cross roads. The future of this coalition exists only if it moves to its next level. To stay where it is today or to go backwards means that the coalition will dissolve. In order to move forward, the following must occur:

1. The members of the coalition must deepen their relationships. Too often poor communication results in conflict. Trust must be built and through this trust, the coalition will be able to focus on its mission. *This is the top priority.*
2. The coalition has developed approaches for building sustainable structures. The members of the work groups must feel obligated to fulfill the mandates of these groups and must consider how this work will forward the mission of the organization (and not their individual organizations).
3. The members of the coalition must make a commitment to each other and to creating a coalition that helps all members.
4. The coalition should begin to build the resources necessary to create a separate NGO for the coalition.
5. The coalition has created a model for the Fiscal Host which is unknown in Moldova, so it will have to look to other countries to gain an understanding of how this model works.
6. Coalition members work in relative isolation in their communities. The Secretary can help to ameliorate this isolation by visiting each member organization, in person, and with the purpose of gaining an understanding of the work, challenges and achievements of each member organization.
7. Develop the leadership strengths of the Secretary – Veronica Vition is a talented and shining leader. She would benefit from leadership coaching and skill building opportunities.
8. Expand the knowledge and practice of the coalition through a learning exchange to the United States comprised of:
 - a. Training in coalition building with the Vermont Network
 - b. Expansion of skills in systems change by partnering with Moldovan law enforcement officers in this learning exchange and attending a training of law enforcement officers while in Vermont.,
 - c. Visit an emerging national coalition in Washington, D.C.
 - d. This visit would also provide an opportunity for deep relationship building.

Respectfully submitted:



Karen Tronsgard-Scott

Appendices

Agenda (Original)

National Coalition “Life Without Domestic Violence in Moldova” Leadership Institute – April 18 – 22, 2016

- Monday, 18 April* *Meeting at Women’s Law Center*
- a. Finalize Strategies for coalition conference
 - b. Agreement about the role of the Oak Foundation during the conference
- Tuesday, 19 April* *Focus on Leaders and Leadership*
- Introductions
 - Overview of the Institute
 - Characteristics of a Contributing Member of the Coalition
 - Shared Vision
 - Job Description
 - Group Dynamics
 - Transformational Interactions
 - Closing
 -
- Wednesday, 20 April* *Focus on the Coalition*
- Opening
 - Strategic Operations
 - Goals and Objectives
 - Vision
 - Unity
 - Core Strengths - Individual
 - Core Strengths - Group
 - Roles
 - Environment Analyses
 - Closing
- Thursday, 21 April* *Strategic Planning*
- Opening
 - Coalition Identity Statement
 - Existing Structures
 - Strategic Needs
 - Strategic Goals
 - Strategic Plans
 - Closing – presentations and recognitions
- Friday, 22 April* *Debriefing*

Leadership Institute – Facilitation Guide

April 18 – 22, 2016

Tuesday, 19 April: Focus on Leaders and Leadership

Time	Length	Item	Comments	Delivery
10 a.m	30 mins		Opening Comments	Julie Stufft, Karen, Angelina, Florence
10:30 am	30 mins	Introductions	Leaders will introduce themselves by saying their name, the name of their organization, putting a dot on the map to show the location of their organization and then tell the story of how they came to this work.	Maps, dots Karen to start to model Ask folks to speak for 2-3 minutes
11:00	15 mins	Overview of the Leadership Institute	Karen will review the goals and objectives of the institute: Goal – to strengthen the coalition so that it can achieve its primary goal of ending family violence in Moldova. Objectives <ol style="list-style-type: none"> 1. Explore and strengthen the leadership skills of the individual coalition members as these skills relate to the work of the coalition. 2. Explore and strengthen the coalition by gaining an understanding of its core strengths and of the roles of its members 3. Create a strategic plan for the coalitions work for the next 3 years 	PP - translated
10:45	15 mins	Characteristics of a Contributing Member of the Coalition	A. Shared Vision – Karen will lead the coalition through an exercise that teaches that it is possible to share a space and a view but to see things differently. Pairs will need a paper and pen. Pairs look at the horizon then have 30 seconds to write down the first	

			five things they see. Process – hat was shared? what are the advantages of difference	
11:00	15 mins	Break		
11:15	45 mins	Characteristics continued	Review the documents that describe why this coalition was formed. What Leadership characteristics are needed to sustain this coalition? Small groups of 3-4 brainstorm a list of characteristics. Report out to create a job description for coalition members.	Docs translated
12:00	60 mins	Lunch		
1:00 p.m.	90 mins	Characteristics Continued	Understanding Group Strengths – Karen presentation on studies that show the top characteristics of highly successful groups. <ol style="list-style-type: none"> 1. Self-Control – Everyone talks about the same amount. Everyone comes to the work in their strongest, most balanced selves. 2. Social Capitol – Psychological Safety, Trust among members 3. Empathy – knowing what is going on with team members, seeing their discomfort and responding to it 4. Unity and Focus – groups make a mistake that their work must be uniform but unity of purpose is the most important characteristic. Individuals get caught up trying to force all members to be the same – uniform, but groups will thrive when difference is embraced 	PP Translated 1. Forward Stance – Norma Wong demonstrations Habits vs. Practices – Work sheet Pace - clapping Breathing - demonstration 3. Murmeration – video. Explanation about the science behind this and how it applies to groups Goose Analogy
2:30	15 mins	Break		
2:45	45	Transformational	Mingle/Huddle – individuals mingle	Alternative questions –

	mins	Interactions	then pair with someone and answer this question to each other: Describe a time when you felt completely happy. Then each pair meets another pair and the four answer this question: Describe a time when you felt like you were a really great leader.	describe a time when you witnessed great leadership Describe a time when you struggled as a leader
3:30	30 mins	Closing	<ol style="list-style-type: none"> 1. Review the Day – content, questions 2. Preview tomorrow 3. Close the circle – what one work are you taking with you from today’s work? 	

Wednesday, 20 April: Focus on the Coalition

Time	Length	Item	Comments	Delivery
9 am	30 mins	Open the Circle	Leaders share what they did last night with the group.	
9:30	60 mins	Strategic Operations	<ol style="list-style-type: none"> 1. Review - Karen will review the Coalition Goals and objectives 2. Create an Affirmative Vision – participants will write down a sentence or two that describes the goal in an affirmative way. i.e. instead of “end family violence” it would be, “families will live in safety” Each affirmation will be put on the wall and participants will do a gallery walk and reflection. 3. Coalition Achievements since 2012 – report on the work of the coalition 	<p>PP – translated</p> <p>Large post it notes (I bring)</p>
10:30	15 mins	Break		?
10:45	30 mins	Core Strengths - Individual	<p>Karen will define and discuss core strengths and resiliency</p> <p>Exercise – the group will form a circle then every other person will step into the center, forming an inner circle. The inner circle will turn around facing the outer circle. In turns, individuals will exchange information – they will tell each other what they see the core strengths being brought by the other to the coalition. If the pairs don’t know each other, they will self-describe their core strengths.</p>	<p>PP Translated</p> <p>Possibly have the person giving input write down the core strength on the other persons. Paper</p>

11:15	45 mins	Core Strengths - group	Exercise – small groups will brain storm the core strengths of the coalition. Each group will report out, creating a list of core strengths. The group will use check marks to identify the top five core strengths.	
12:00	60 mins	Lunch		
1:00 p.m.	45 mins	Roles	Karen will discuss how roles work in groups. Hokulea Flip charts with various roles will be placed on the walls around the room. Plus one or two blank pages for new roles. Each person will place a post it note on the chart where they feel their talents are best used and where they are ready to commit to a role. Once everyone has placed their post its, the whole group will step back and review the roles and make changes if needed.	Post its – I bring.
1:45	30 mins	Building a Coalition Identity	Impact – what is the current impact of the coalition?	
2:15	15 mins	Break		
2:30	60 mins	Environmental Analysis	<ol style="list-style-type: none"> 1. Resource Analysis – what resources does the coalition have to do its work? (10 mins) 2. Competitive Analysis – in small groups, select a competitor for the coalition (Karen will discuss types of competitors). Complete an analysis of these using a work sheet and report out. 3. Trend Analysis – what is happening with the government, funding, social norms, etc. 	Worksheet Translated This will need to be written on a flip chart in Romanian
3:30	30 mins	Closing	<ol style="list-style-type: none"> 1. Review the Day – content, questions 2. Preview tomorrow 3. Close the circle – Finish this sentence: This coalition is strongest when.... 	

Thursday, 20 April: Strategic Planning

Time	Length	Item	Comments	Delivery
9 am	30 mins	Open the Circle	Leaders say one word they are bringing today as a leader of this movement in Moldova	This might be a good time to incorporate drawing a bit – consider giving them 5-10 minutes to draw their word or draw around it and then place it on the wall together when they say their one word, creating a 'leadership' visual
9:30	15 mins	Identity Statement	Karen will review the identity statement derived from yesterday's work. Karen will review the Strategic Model with Purpose, Roles and Core Values Filled in – feed back from the group – what's missing? What needs to change?	Flip Chart Flip Chart
9:45	30 mins	Review Existing Structures for doing work	<ol style="list-style-type: none"> 1. Decision Making 2. Conflict 3. Communication 4. Leadership 	PP Translation
10:15	15 mins	Break		
10:30	30 mins	Reaching Back Time line	Create a time line of the history of the movement to end violence against women in Moldova. What and when were the milestones – participants use marker to write the milestones and put them up in chronological order around the room. Then participants can choose to place their own movement-related milestones in the timeline. This will become a documentation of the movement in Moldova.	Sheets of colored paper, tape and markers
11:00	30 mins	Pushing into the future - Strategic Needs	Strategic Needs in the next two years – Flips charts on the walls will each list the five strategic needs plus one or two blank sheets for additions. Participants will write down anything they think needs to happen in the next two years under each of the five strategic needs and stick those to the corresponding flip chart sheet. The five needs are: <ol style="list-style-type: none"> 1. Government Engagement 2. Communications and outreach 3. Data Collection 	Flip charts Post its

			<p>4. Service Standards</p> <p>5. Coalition Administration</p> <p>Gallery walk and participants will write their names on the flip charts where they wish to focus their own work.</p>	
11:30	30 mins	Strategic Goals	Goals for each of the five groups. Karen and Angelina will propose language that describes the goal of each of these groups.	Leaving a little buffer time here in case we get behind or need to process the information for each group.
12:00.	60 mins	Lunch		
1:00	75 mins	Strategic Plans	Creating Plans – each of the five groups will meet to create a detailed plan for achieving the goals	Worksheets translated
2:15	15 mins	Break		
2:30	60 mins	Report out	Each Committee will report on their plan. Once everyone has reported, Karen will review the work of the past three days.	
3:30	30 mins	Closing	<p>Presentation of Certificates and Recognition of Leaders.</p> <p>Comments – US Embassy</p> <p>Closing – one word that describes what you are taking home from the Institute</p>	