5-Year Scale Strategy

2019-2024
Our Mission

To end sexual and gender-based violence against women and children globally.
Our Approach

The No Means No dual-gender violence prevention system is based on an empowerment self-defense model, which provides tangible skills for girls to recognize their rights to safety, set boundaries, and when necessary, stand up and defend themselves. Boys learn skills to challenge violence & toxic masculinity, ask for consent, and intervene when witnessing sexual assault.
Our History

The No Means No curricula draw heavily from the evidence-based IMpower program, which is a system of empowerment self-defense specifically designed for low resource and high-risk environments. Research on IMpower in Kenya and Malawi shows, among other things, an average of 47% decrease in incidence of sexual assault among program participants.
There has been overwhelming demand for No Means No programming from partners across the world. We did not previously have the organizational capacity to satisfy this demand. Following a period of major growth and learning from 2018-2020, NMNW is now poised to grow exponentially. Scale is being achieved by building a network of global partners with the capacity, resources, and expertise to achieve systemic adoption of the program.

NMNW believes we have a moral imperative to bring No Means No to the whole world. Despite extensive evidence showing the effectiveness of ESD, we are one of very few organizations scaling this innovative approach globally.
NMNW Competitive Advantages

**No Means No Worldwide is particularly well-positioned to succeed due to:**

- Rigorous evidence of No Means No’s impact in high-risk and low-resource environments
- The model is low-tech, scalable through a train the trainer model, and cost-effective once established
- Staff with experience, success, and professional networks within the International Development sector
- There is high demand and political will for evidence-based prevention that is driven by rigorous research and social movements:
  - Sexual violence has been proven to be a significant driver of HIV/AIDS transmission
  - Research, such as the Violence Against Children Studies (VACS), have exposed the high rates and impact of sexual violence in key geographies and have helped inform a roadmap to addressing these problems. This includes increased investment in evidence-based prevention.
  - National and global social movements are demanding that governments invest in and pay attention to this issue for the first time (#MeToo, #AmINext #UnDíaSinNosotras)

“The women of South Africa have had enough of lukewarm actions that do not address one of the most fundamental rights — to live in freedom of fear.”

— Cyril Ramaphosa (SA President 2019)
SWOT ANALYSIS

**Strengths**
- Evidence-based approach / curriculum
- Strong reputation for quality
- Committed and invested donors
- Capable staff and positive org. culture (startup mindset)
- PEPFAR (CDC/USAID) evidence-based intervention & track record with OVC and DREAMS programming

**Weaknesses**
- Young organization – lack mgmt. and partnerships experience
- Lack connection to the broader sector
- Limited awareness from stakeholders
- Building systems as we scale quickly
- Limited infrastructure with a global focus
- Largely short-term funding commitments

**Opportunities**
- Political will and awareness about sexual violence is high (#metoo, etc.)
- USG Funding
- Partner demand remains very high
- Many potential major donors and strategic partners still to be approached
- Various scale pathways available (eg. Social franchise, market-based, open source, etc.)

**Threats**
- High scrutiny from key donors
- Global Trainer position includes physical and mental challenges
- CEO transition (incl. IP issues)
- Child protection/ safety risks
- Rapid growth & insatiable demand
- Training and capacity building cascade is slow with high upfront expense compared to others
Our Values

Core set of principles and beliefs that guide our actions and decisions

- **Passion**: We are passionate about our mission.
- **Power**: We believe in individual and collective power to end sexual violence.
- **Collaboration**: We collaborate with a wide range of stakeholders, and we believe they all bring value.
- **Inclusivity**: We value diversity and inclusivity of races, cultures, sexual orientations, abilities, religions, ages, and identities.
- **Learning**: We are a learning organization, always seeking to improve the work we do.
- **Safety**: We prioritize the physical and psychological safety of all of our stakeholders.
Based on extensive analysis of potential scale pathways, and considering our current strengths and opportunities, we have chosen to work within the International Development sector to replicate the No Means No methodology across the globe by providing training and technical assistance to strategic partners to help them deliver, manage, research, monitor & evaluate, and scale the violence prevention system.

**Our Implementing and Scaling Partners** include international NGOs, multilateral organizations, networks of community-based organizations, and ultimately governments.

No Means No Partners will form a powerful **network** of organizations, researchers, and governments working toward elimination of sexual violence through prevention, research-driven thought leadership, and advocacy.

NMNW will also maintain 1-2 regional **Innovation Hubs** where we will directly deliver programs and conduct research and development to improve programs.

Working through partnerships is no less difficult than delivering programs directly, and it leads to considerably more failures. Nevertheless, we believe that this is NMNW’s most efficient and effective route to scale.
In order to achieve NMNW’s bold mission of ending sexual violence globally, we have chosen a path to scale focused initially on replication, but with the goal of government / systemic adoption.

Table & Quote from ‘What’s Your Endgame?’ article by Andrew Stern and Alice Gugelev, Stanford Social Innovation Review, Winter, 2015

Most nonprofits will struggle to reach the full-scale stage. For that reason, nonprofit leaders should shift their focus from the scale of their organization to the impact that their organization can help to achieve.

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<table>
<thead>
<tr>
<th>ENDGAME</th>
<th>CHARACTERISTICS</th>
<th>CORE APPROACH</th>
<th>FUTURE ROLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open source</td>
<td>A breakthrough idea that is easy for other organizations to adopt and integrate</td>
<td>Conducting research and development, and sharing knowledge</td>
<td>Serving as a knowledge hub for research related to a breakthrough idea</td>
</tr>
<tr>
<td>Replication</td>
<td>A breakthrough product or model that is easy for other organizations to adopt and deliver</td>
<td>Defining a replicable operating and impact model, demonstrating its efficacy, and sharing it with other organizations</td>
<td>Providing certification of franchise programs and training services, and serving as a center of excellence</td>
</tr>
<tr>
<td>Government adoption</td>
<td>A model with high coverage potential, along with a capacity for integration into public sector programs</td>
<td>Delivering results at a sufficient scale and level of efficiency to make a case for public sector involvement</td>
<td>Offering services to government agencies, and maintaining research and advocacy efforts</td>
</tr>
<tr>
<td>Commercial adoption</td>
<td>A product or service with profit potential that solves a market failure or reduces market risk</td>
<td>Demonstrating the impact and the profitability of a product or service, and reducing associated risks</td>
<td>Maintaining advocacy and monitoring efforts, targeting hard-to-reach market segments, and working to ensure commercial delivery</td>
</tr>
<tr>
<td>Mission achievement</td>
<td>Defined and achievable outcomes related to solving a discrete problem</td>
<td>Maintaining a focus on targeted intervention</td>
<td>Applying (where relevant) unique assets and capabilities to additional issue areas</td>
</tr>
<tr>
<td>Sustained service</td>
<td>A strong organization, with a proven ability to sustain funding, that fills a market or public service gap</td>
<td>Creating a cost-effective model, building a strong organization, and making efficiency improvements</td>
<td>Continued provision of a core service at an ever-increasing level of efficiency</td>
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The first phase of NMNW’s path to scale is focused on working with a diverse group of implementing partners in multiple countries. We are piloting, learning, and proving the feasibility of our scale through partnerships approach.

**During this phase we aim to:**

- Build the basic organizational capacity needed to attract resources, train new partners, manage and cultivate large-scale partnerships
- Develop tools and systems to monitor quality and fidelity at scale. Test and prove the scalability and replicability of the No Means No approach
- Explore a wide range of partnerships and partner models in order to learn, improve, and become more efficient
- Identify strong partners and build their capacity and motivation to scale No Means No
- ‘Fail Fast’ and continually adapt and streamline the No Means No curriculum and training tools and methodology based on data
- Rigorously research the program in a small number of new environments
- Build relationships with key partners and donors and establish NMNW’s reputation as a strong technical and collaborative partner
2017 – 2021: Early Growth & Infrastructure Building

- NMNW’s pace of growth from 2017-2021 has been rapid in order to build basic organizational infrastructure
- We expect the NMNW operating budget to level off in 2022 and remain at ~$4-4.5Million
- Total spending on No Means No programming by partners will continue to increase as will overall efficiency ($/graduate) NMNW

Constant learning and refinement is key to success during this stage

<table>
<thead>
<tr>
<th>Year</th>
<th>NMNW Spending</th>
<th>Partner Spending</th>
<th># Graduated</th>
<th>$/graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>$197K</td>
<td>$0</td>
<td>NA</td>
<td>$1,160</td>
</tr>
<tr>
<td>2018</td>
<td>$570K</td>
<td>$10K</td>
<td>500</td>
<td>$1160</td>
</tr>
<tr>
<td>2019</td>
<td>$1.3M</td>
<td>$200K</td>
<td>26K</td>
<td>$55</td>
</tr>
<tr>
<td>2020</td>
<td>$2.2M</td>
<td>$300K*</td>
<td>19K*</td>
<td>$132*</td>
</tr>
<tr>
<td>2021</td>
<td>$3.8M</td>
<td>$2M</td>
<td>75K*</td>
<td>$77*</td>
</tr>
</tbody>
</table>

*Due to COVID-19
2022-2026: Partnership Expansion & Maturation

Partnerships begin to mature & partners take more ownership of scaling programs.
NMNW provides technical support & oversight to existing partners, launches a small number of new partnerships, and maintains network of partners.
NMNW & partners begin to use research for advocacy & share best practice with network partners.
NMNW operating budget levels off in 2021 and remains at ~$4-4.5 Million.
Total spending on No Means No by partners increases dramatically as does overall efficiency ($/graduate).

Transfer to Partner 'Ownership'
Constant learning and refinement continues to be key to success during this stage.

2022
- NMNW $4M
  - Partner $3M
    - # graduated 250K
    - $/graduate = $28

2023
- NMNW $4.1M
  - Partner $7M
    - # graduated 400K
    - $/graduate = $20

2024
- NMNW $4.5M
  - Partner $10M
    - # graduated 550K
    - $/graduate = $10

2025
- NMNW $4.5M
  - Partner $10M
    - # graduated 1.4M
    - $/graduate = $9

2026
- NMNW $4.5M
  - Partner $15M
    - # graduated 2.1M
    - $/graduate = $9
Over a 2-Year period NMNW:

- Grew from 3 staff members to 30+ full time staff (Incl. male and female Global Training Teams)
- Increased its annual operating budget from ~$570K to ~$3.8 Million
- Raised $7.6 Million in revenue to support scaling
- Formalized curriculum and training methodologies, including developing and piloting a virtual training system and COVID-safe curriculum
- Developed a monitoring and evaluation system to track growth & learn
- Developed systems to identify, certify, and assess Implementing Partners (IPs) and Instructors
- Launched partner programs in Uganda, South Africa, Ethiopia, Nigeria, and the United States
NMNW launched its Innovation Hub in Nelson Mandela Bay, South Africa in 2020. The NMN South Africa Hub will allow NMNW to:

- Design and directly deliver new and innovative ideas, concepts, and program modalities in a community that is particularly hard-hit by sexual violence
- Conduct in-depth longitudinal research to answer key questions and further strengthen the No Means No model
- Maintain a base for technical and training staff traveling to support partner programs
- Build strategic relationships with government for potential large-scale systemic adoption

Scale is not the primary purpose of the Innovation Hub. No Means No South Africa expects to deliver relatively small programs only within Nelson Mandela Bay and maintain a ~$500K annual budget and graduate ~10,000 beneficiaries each year.
At this stage, proving and assessing scalability slightly outweighs measuring impact or outcomes in terms of strategic importance and NMNW organizational priorities.

- No Means No approach has already been proven to work as a small-scale community-based intervention.
- NMNW must now prove that No Means No can reach large numbers of young people and be easily adopted by partners.
- NMNW will tap into existing systems (health, education, international development initiatives, etc.) to mainstream sexual violence prevention.
- Virtually all of NMNW’s current donors have invested primarily in the scale up of No Means No.
- NMNW is committed to maintaining fidelity to the evidence-based approach, while maximizing efficiency and scalability.
- A robust M&E system has been put in place to track outputs (# of Instructors trained, # of graduates, # of active partners, # of countries, and $$ raised and spent on programs), measure short term impact, and document lessons learned from program implementation.
- Ongoing research and sharing within our partner network will foster program quality and impact.
Types of Partners NMNW Works With

NMNW will work with a mixture of large international partners, networks of smaller local organizations, and local governments. Each type of partnership has advantages and disadvantages. There are 2 main groups:

- **Large Organization / Government Partnerships**
- **Local / Community Based Organization Networks**
## Types of Partners NMNW Works With

### Large Organization / Government Partnerships

**What they are**
- Partnerships with multilateral orgs (e.g. UN Women, UNICEF), large INGOs (EGPAF, I-TECH, FHI360, etc.), government agencies, large companies, and corporations

**Benefits**
- Large organizations provide reliable funding and resources, usually for multi-year projects
- Can help with comms / advocacy –
- High-profile partner = more credibility
- Often have complimentary programs and expertise that add value and impact
- Faster pathway to scale and gov’t adoption (expertise, networks, relationships)

**Disadvantages**
- Largely funding-based projects, harder to get help with on-the-ground implementation. Funding ends - work ends
- Donor interests heavily influence programming and can be highly bureaucratic/political

### Local / Community Based Organization Networks

**What they are**
- Locally-based NGOs, local businesses, civil society groups (volunteer/social organizations), and community groups (schools, churches, women’s groups, village councils)

**Benefits**
- Strong understanding of community needs
- More hands-on direct delivery approach
- Access to community-based decision makers
- Opportunities to conduct longer-term research
- Often able to operate more efficiently and at a lower cost

**Disadvantages**
- Less funding – CBOs may require supplemental financial support through NMNW, particularly during the launching phase
- Difficult to find local partners with the operational and reporting capacity that is often required
- May need more operational support for MEAL, financial reporting, communications
Partner Cascade of Growth

NMNW follows the following general pathway toward scaling with partners:

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
<th>Phase 5</th>
<th>Phase 6</th>
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</thead>
<tbody>
<tr>
<td>Initial Assessment</td>
<td>Training Pilot</td>
<td>Partner Implementation</td>
<td>Assessment &amp; Adaptation</td>
<td>Trainer Certification</td>
<td>Transition to Scale Partner</td>
</tr>
<tr>
<td>1-3 months</td>
<td>~6-12 weeks</td>
<td>~6-12 months</td>
<td>~6 months</td>
<td>~4 weeks</td>
<td>~6-9 months</td>
</tr>
</tbody>
</table>

Phase 1: Initial Assessment
1-3 months
Planning meetings, site visit, desk research and initial communication, & planning

Phase 2: Training Pilot
~6-12 weeks
Training of Instructors, technical assistance during initial program rollout, M&E training

Phase 3: Partner Implementation
~6-12 months
Signed IP collaboration agreement, M&E submission and reporting, program delivery, communication

Phase 4: Assessment & Adaptation
~6 months
Review and reporting of program impact, Instructor assessment, prog. and curriculum revisions

Phase 5: Trainer Certification
~4 weeks
Trainer candidate selection & observation, training & shadow new Instructor training, then certification

Phase 6: Transition to Scale Partner
~6-9 months
Partner Trainers train Instructors, joint scale strategy development, active participation in network
Initial Partner Assessment

NMNW uses a simple rubric to assess potential partners:

1. Mission alignment and/or capacity to offer complimentary services
2. Presence, history, and infrastructure working in a priority geography
3. Capacity and reputation, particularly as a fair partner with focus on technical excellence
4. Organization-wide demand and buy-in for the No Means No program
   (including an internal ‘champion’ who is a decision-maker)
5. Funding availability and sustainability with a minimum of 1 year of fully funded programming
6. Potential for scale of impact, whether directly or through evidence generation

Each of these factors is examined when assessing new partnerships
Implementing Partner Minimum Requirements

The following are minimum requirements that organizations must agree to uphold in order to obtain and maintain their status as a No Means No Implementing Partner:

1. **Actively implements** a No Means No program with youth & has completed at least one implementation cycle within the previous 12 months.
2. Has in place and does not violate a do not harm/child protection/safeguarding philosophy.
3. Using at least one **NMNW curriculum**, taught in full, without adding or removing material, unless otherwise approved by NMNW.
4. Curricula are taught by a minimum of **two certified Instructors**.
5. Classes are **2 hours in length**, unless otherwise approved by NMNW
6. Responds appropriately to **disclosures of sexual violence**. (eg. provide appropriate referrals for medical, legal, psychosocial support)
7. Shares data through **NMNW M&E framework** or their own framework that tracks outputs on a regular basis (usually quarterly), and is willing to undergo data audit/review as requested
8. Shares **data on program outcomes** on annual basis, at a minimum (eg. Pre/post surveys, interviews, focus groups, etc.)
9. **Communicates regularly** with NMNW about program implementation updates (eg. Partner reporting forms, phone calls, email updates, cost capture tool, etc.)
10. Monitors and reports on **retention rates of certified Instructors** and retains a minimum of 2 active Instructors in a one-year period.
NMNW aims to identify and invest deeply into its strongest partners through continual assessment, communication and observation. The following is a list of things we expect our strongest partners & ideal scale partners will do:

1. **Communicate regularly** about lessons learned and/or desires to make changes to the program. Provide regular feedback for program improvement. Demonstrate a commitment to quality program implementation and data driven program improvement. Demonstrate a commitment to working with NMNW to strengthen and improve No Means No curriculum, training, and partnerships

2. **Reach output targets while also achieving strong outcomes.** As measured through qualitative data, pre/post results, referrals, increased demand and positive feedback from stakeholders and community. Partners will negotiate and adjust output targets with donors as needed in order to ensure that the program is impactful, safe, and valuable

3. **Have high rates of Instructor and staff retention.** Instructors and staff report feeling empowered (fair pay, reasonable hours, mental health support, healthy work culture, etc.) Strong partners will staff the No Means No project with appropriate levels of management, coordination, oversight, and accountability

4. **Provide timely submission of accurate MEAL data.** Data will be submitted on a quarterly basis and will include a mixture of quantitative (eg. attendance forms, pre/post) and qualitative (FGDs, interviews, stories from the field, etc.) information
NMNW aims to identify and invest deeply into its strongest partners through continual assessment, communication and observation. The following is a list of things we expect our strongest partners & ideal scale partners will do:

5. **Actively participate in the partner network.** Share best practices, lead learning sessions, share info within the partner database, etc. Show a commitment to strengthening and improving the No Means No network and the field of ESD. Understand that the collective strength of the No Means No Network will only strengthen them and their work.

6. **Manage all sub-partners and other stakeholders** with the same level of **quality and accountability** that is required of themselves. Empower sub-partners to succeed by providing strong oversight, facilitating good communication with NMNW and the broader No Means No network. Ensure that the voices of each organization are elevated and that all sub partners benefit from learnings within the No Means No network.

7. **Proactively explore ways to increase the scale and impact of their programs** through increased funding, partnerships with government and other local stakeholders, communications and advocacy, creative program ideas, etc.
Geographic Priorities

**NMNW is a GLOBAL organization**
We will work anywhere in the world that needs sexual violence prevention

*(Which is everywhere in the world)*

Geographic priorities will primarily be driven by:

1. **Need** - As defined by the Violence Against Children Surveys (VACS), national demographic data, highly vulnerable and marginalized populations such as indigenous, post conflict, and refugees
2. **Partnership opportunities** - Strength of partners based on the partner assessment criteria
3. **Funding availability** - Particularly long-term potential for funding or low-cost local sustainability
4. **Community and/or government demand** and buy-in for No Means No

NMNW’s current alignment with PEPFAR (USAID/CDC) has led to an initial focus primarily in African countries with a high burden of HIV/AIDS. Future high priority areas based on the above criteria include India, Mexico, and Central America.
Mission achievement will require significant resources to be invested in NMNW and its partners. While NMNW intends to remain fairly lean in terms of operational expense (~$4.5MM annual budget), partners will need sustainable revenue to continue to scale programming.

- NMNW and its partners will maintain a diversified portfolio of donors from small and large foundation grants, to government and corporate sector partnerships

- Individual giving will make up a small, but important, percentage of NMNW’s overall donor portfolio. Building a more robust and well-organized system for external communication and advocacy will be an important step for NMNW in 2021 in order to build its individual and corporate fundraising capacity

- Based on current funding trends, ‘consortium’ style partnerships are most likely to help NMNW achieve the scale, financial coverage, and desired efficiency projected in the financial model over the medium term

- A significant % of NMNW’s current revenue is provided by foundations investing in scale and innovation. NMNW expects to have to shift away from these donors as it reaches organizational maturity

- Ultimately, all partners are working toward government funding and adoption of programming at scale, but a commercial revenue model may also be feasible for some % of the programming and should be explored*

*Interesting Fact: Since 1970, more than 200,000 nonprofits have opened in the U.S., but only 144 of them have reached $50 million in annual revenue. Most of the members of this elite group got big by doing two things: (1) They raised the bulk of their money from a single type of funder such as corporations or government – and not, as conventional wisdom would recommend, by going after diverse sources of funding; (2) Just as importantly, these nonprofits created professional organizations that were tailored to the needs of their primary funding sources. (Source – SSIR) – Most current NMNW ‘Prime’ partners fit into this category and are heavily dependent on US Gov’t funding.
**Funding Flow Models**

NMNW anticipates that these will be the 3 most common types of partnership funding models:

1. **Traditional**
   - Donor $\rightarrow$ NMNW $\rightarrow$ Implementing Partner (IP) for programming
   - Allows for more project control & accountability. Challenge is that reporting and subgrant / IP management can be burdensome
   - This type of relationship most likely to come from foundation/corporate funding & are often shorter term and smaller scale
   - Ideal relationship for conducting in-depth research or launching/piloting a new project with a strategic partner

2. **Consortium**
   - Donor $\rightarrow$ Prime Partner $\rightarrow$ NMNW for TA $\rightarrow$ Local IP/Gov’t for programming
   - Most common and potentially the best scenario for NMNW to achieve scale. Allows NMNW to focus on what we’re best at & usually includes multiple years of programming and coverage for NMNW TA as part of a larger development effort
   - Most common with large multi-year major donor grants and contracts (USAID, CDC, DFID, etc.). Best scenario for NMNW is to be written in as part of a ‘consortium’ from the proposal stage
   - VERY important to only work with Primes that NMNW likes and trusts. This type of funding can be the best or the worst depending largely on the quality & commitment level of the Prime
   - Opportunity for NMNW to learn from strong Primes with good technical ability/complimentary expertise & integrate more fully into government programs for improved sustainability

3. **Consortium/Technical**
   - Implementing Partner $\rightarrow$ NMNW for TA
   - Occasionally IPs will already have resources available and may hire NMNW on a short term ‘consulting’ for training and technical assistance
   - This is not an ideal launch of a new relationship, but can be a good way for NMNW to generate income and cover short-term expense gaps and/or to launch new programs that we feel may have strong potential for growth
As scale and innovation donor funds phase out, NMNW will raise more from Gov't, individuals, and other ‘big aid’.

Partners will increase funding from US Gov’t, individuals, and other (‘big aid’ & local Gov’t) to support No Means No Programs.
Organizational Focus & Priorities 2021-2022

1. Hire Executive Director

2. Expand and diversify the NMNW Board of Directors

3. Register No Means No South Africa and launch full scale programming & research

4. Launch new implementing partnerships and expand existing partnerships in Nigeria, Uganda, Zimbabwe, Zambia, Namibia, Tanzania

5. Successfully transition from Implementing Partner to Scale Partner with NACOSA (South Africa) and FHI 360 (Ethiopia) & develop common scale strategies to guide path forward

6. Launch fundraising and communication strategies to support next phase of growth

7. Launch No Means No Partner Network through a partnership summit meeting in Q4 2021

8. Restructure NMNW staff to improve ongoing partner cultivation, engagement, and support
Scale Strategy

Attachments & Resources

- Organizational Capacity Assessment (OCA)
- Partner MEAL Framework
- Partner Collaboration Agreement
- Partner Assessment & Relationships Document
- No Means No Dual-Gender Curricula
For More Info Contact:

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