



Strengthening Cultural Competency in California's Domestic Violence Field for High-Need, Underserved Populations

Final Evaluation Report

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EXECUTIVE SUMMARY

In 2012, The Blue Shield of California Foundation (BSCF)’s program area Blue Shield Against Violence (BSAV) launched a project called “Strengthening Cultural Competency in California’s Domestic Violence Field for High-Need, Underserved Populations” (BSAV CC) to support and promote promising culturally competent practices within the domestic violence field. BSCF enlisted RDP Consulting (RDP) to manage the \$2.6 million initiative and to provide capacity-building services, and provided two-year grants to 17 community partners across the state of California. The BSAV CC Project specifically sought to support domestic violence-related outreach to Tribal communities, African Americans, and recent immigrant populations.

Social Policy Research Associates (SPR) received a grant from BSCF to support the learning and evaluation of this project. Over the two years of the evaluation, SPR conducted 78 phone interviews with community partners, RDP consultants, project-level evaluators, and field leaders. SPR also conducted one-day visits to 11 programs—visits that included interviews with executive directors, board members, outreach staff, key program partners, and clients. Finally, SPR attended project convenings and events, reviewed project documentation (e.g., proposals, reports), and administered two rounds of a social networking survey to all community partners.

This Final Report highlights the outcomes of the two-year evaluation, at both the organizational and field levels.

Overview of BSAV CC Community Partners

The 17 BSAV CC Project grantees, referred to as community partners, were diverse in size, target population, and geographic location. They were generally very well established, with nine to 44 years serving their communities (26 years on average), and there was an even mix of small, medium, and large organizations in the cohort. Exhibit 1 presents a typology of the organizations participating in the initiative, each of which approached cultural competency in the domestic violence field somewhat differently. This exhibit also identifies the BSAV CC Project objectives that each community partner identified as its primary focus.



**Exhibit 1:
Organizational Foci of Community Partners**

There were three different types of community partners: broad-based domestic violence organizations, culturally specific organizations, and culturally specific domestic violence organizations.

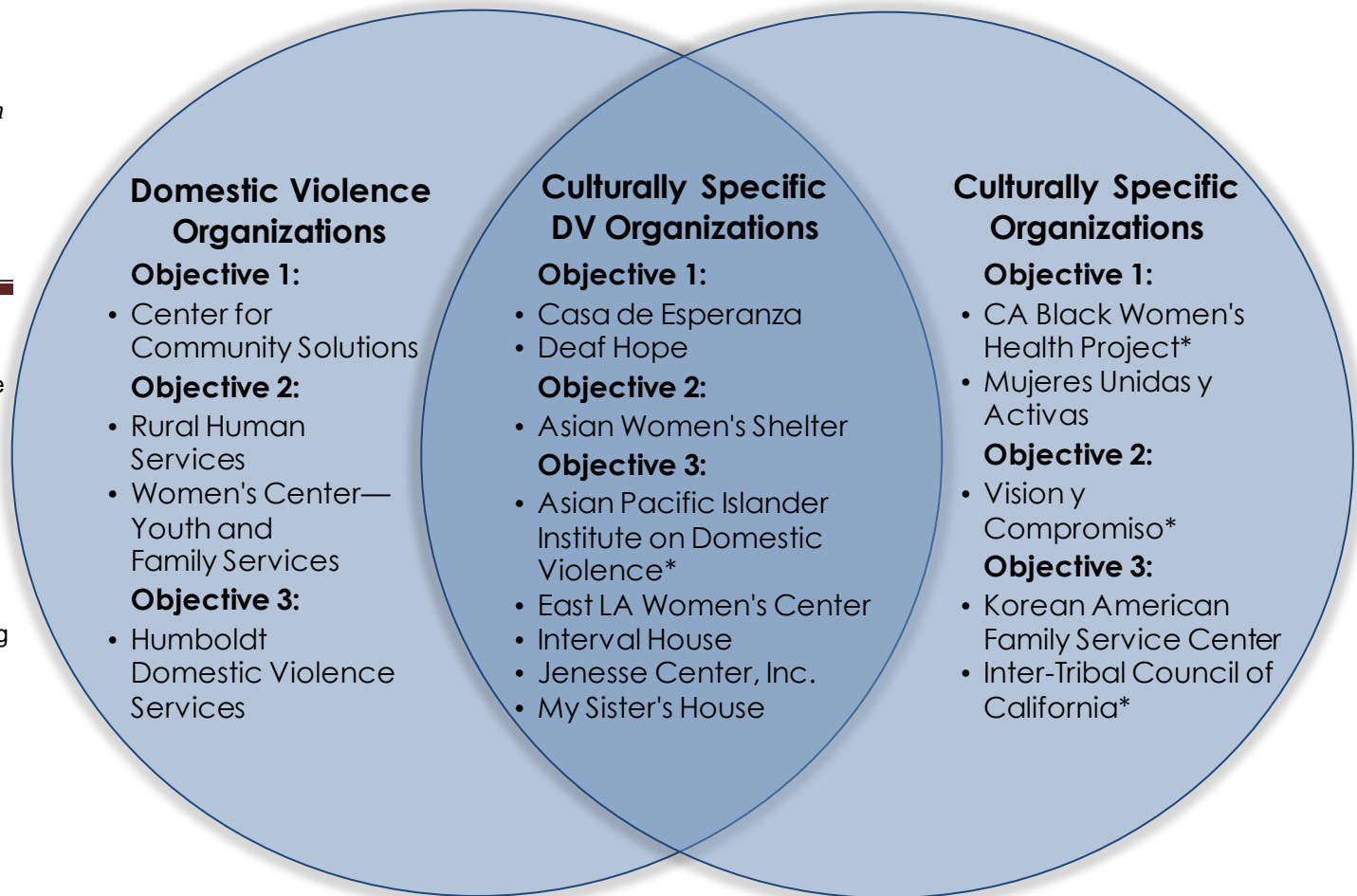
Each partner's projects mapped on to one of three initiative-level objectives, described below.

Partners with an asterisk were not direct service providers.*

Objective 1: Engaging domestic violence **survivors and community members** to increase awareness and practice of culturally competent, domestic violence-related outreach, prevention, and advocacy. Five community partners had this focus.

Objective 2: Strengthening an **individual organization's** existing domestic violence-related cultural competency efforts, practices, policies, or advocacy. Four community partners had this focus.

Objective 3: Promoting a more connected and culturally competent response to domestic violence **with institutional partners and new stakeholders**. Eight community partners had this focus.



As illustrated in the exhibit, there were three types of organizations in the BSAV CC cohort.

- **Broad-based domestic violence organizations** (4 total) were well-established domestic violence organizations that served all populations in need but used the grant to reach new populations, including Tribal communities, African Americans, and recent immigrants.
- **Culturally specific organizations** (5 total) were broad-based service or advocacy organizations for specific cultural populations that were working to expand their own or their partners’ capacity to provide domestic violence information and/or services to these populations.
- **Culturally specific domestic violence organizations** (8 total) specialized in providing culturally focused domestic violence intervention and prevention services and/or capacity building. These organizations tended to be quite small and under-resourced, but they served as vital connectors between mainstream organizations and organizations focused on specific cultural groups.

Six community partners used the grant for improvements in culturally competent services for Asian and Pacific Islanders, five did so for African Americans, four for Latinos, three for Tribal Communities, and two for Arab Americans. Community partners were attentive to the breadth of diversity within these priority populations, including Tribal, language, cultural, and religious differences, as well as the influence of immigrant status and issues of ability.

CULTURAL FOCUS OF GRANTS	
Asian and Pacific Islander	6
African American	5
Latino	4
Tribal Communities	3
Arab American	2

Overview of Outcomes

SPR tracked progress on core outcomes, including shifts in (1) the ability of community partners to engage and serve high need populations, (2) the level of organization-wide commitment to cultural competency, (3) plans and infrastructure to support culturally competent practices, (4) support for leaders and networks, and (5) the sharing of tools, resources, and practices.

As illustrated in Exhibit 2, community partners rated all outcomes positively. It appears that the project had the largest influence on organization-wide commitment, and the smallest on the sharing of tools and practices. In the following sections, we discuss each of these outcomes in more depth as they relate to each of the three core grant objectives: engaging survivors and community members; strengthening domestic violence organizations; and forming strategic partnerships.

**Exhibit 2:
Impact of BSAV Cultural Competency Grant on Core Outcomes**



Objective 1: Engaging Survivors and Community Members

[We] walk the journey alongside communities in a spirit of partnership.

- Beckie Masaki, APIIDV

The first objective of the BSAV CC Program was to engage domestic violence survivors and community members to increase awareness and practice of culturally competent domestic violence-related outreach, prevention, and advocacy. Community partners conducted needs assessments of survivors and community leaders as advocates; trained survivors and community leaders as health advocates; and conducted community outreach and education.

Most of the community partners (82 percent) felt that the grant had a “good” or “excellent” impact on their ability to serve high-need clients. Two-fifths (41 percent) reported sizable growth in the number of clients from the priority groups they served, at least in part because they were able to provide more linguistically and culturally appropriate services as well as expand the locations where clients could learn about and access services.

Community partners relied on culturally competent strategies that were *innovative*, in that they expanded and diversified entry points for domestic violence services

Bilingual and bicultural staff and volunteers enabled community partners to engage with priority populations. One community partner recruited and trained 11 volunteers who collectively spoke Arabic, Chaldean, Kurdish, and Farsi and reached at least 1,080 Iraqi community members.




(Exhibit 3).¹ Some focused on empowering survivors to become agents of change. These community partners created safe spaces for training where women could share stories and find strength from each other. Indeed, a participant in the Mujeres Unidas y Activas program said she could “feel [herself] changing” as she underwent training to become a peer educator.

The faith community emerged as an important partner, as well. For example, after discovering that some pastors and religious counselors were discouraging women from seeking help beyond the church, Korean American Family Services hosted two clergy conferences, reaching over 150 Korean-speaking clergy and domestic violence service providers.

Finally, a key role that some community partners played was to help women recognize how social and cultural norms can contribute to the perpetuation of domestic violence. As a starting point, more than half of the community partners sought to develop an understanding of the nuances of gender oppression and violence in a given culture and how traditional values may be invoked to maintain the status quo. As Paul Tupaz of InterTribal Council of California noted, “empowerment needs to come from within.”

Exhibit 3:

Innovations in Domestic Violence Services, Practices, and Capacity Building

Promoting Survivor Leadership 	Working with Faith Community 	Challenging Cultural and Social Norms 
<ul style="list-style-type: none"> • Create safe spaces that validate survivors' experiences • Be prepared to address issues of trauma and stigma • Have experienced facilitators that understand issues of DV within the priority community • Allow survivors time to grow into their roles as leaders and change makers 	<ul style="list-style-type: none"> • Hold dialogues about DV at inter-faith conferences and events • Proactively outreach to diverse faiths • Explicitly align the goals of the DV movement with the goals of the faith community to promote peace • Prepare and disseminate educational materials for clergy that outline DV responses and resources 	<ul style="list-style-type: none"> • Develop a strong research-driven framework that articulates how cultural norms perpetuate and condone violence within priority community • Develop a strong understanding of the strengths and assets within each priority community that can be called on to resist those norms • Use these tools to guide conversations with survivors, but also broader populations, such as men, youth, and other community members

¹ According to BSCF/BSAV’s logic model, innovative practices: (1) expand and diversify points of entry for domestic violence services, (2) strengthen cultural competence in domestic violence provision, (3) promote collaboration between health providers and domestic services, or (4) are potential “game-changers” for domestic violence prevention.

Innovation was possible for many of the community partners because cultural competency was not just a value but was, as one of them put it, “in their DNA”—from the constitution of their boards to their approaches to leadership and risk taking and their willingness to share cultural knowledge and expertise with others. They were intentional about recruiting staff and board members with a strong cultural competency lens, and had well-developed frameworks for supporting survivors in a culturally competent way and for preventing domestic violence by uncovering its root causes.

Objective 2: Strengthening Domestic Violence Organizations

There has to be a readiness and capacity and willingness on the part of the community partners....And you have to be ready to receive them whatever way they come.

- Jara Dean-Coffey, RDP Consulting

BSAV CC funded RDP to provide organizational capacity building to community partners and integrate it into their grant objectives. Recognizing that there were few effective tools to assess cultural competency and provide actionable feedback for domestic violence organizations on areas of strength and improvement, the BSAV CC supported the development of a cultural competence organizational self-assessment tool. RDP began this work with a needs and strengths assessment for each community partner using this tool (and early versions developed). They then combined individual technical assistance with a series of in-person workshops and webinars that brought organizations together to learn from and with each other, establish connections to expand outreach, and gain familiarity with useful tools and resources.

All of the community partners indicated that participating in BSAV CC led to better organization-wide integration and alignment of their commitment to prioritized outreach strategies. The majority (88 percent) also specifically said that participating led to stronger plans and infrastructures to support culturally competent practices in hiring, retention, personnel, and professional development. Ultimately, the community partners implemented multiple strategies to strengthen their provision of domestic violence services, diversify service entry points, and support community responses to domestic violence (Exhibit 5).



ORGANIZATIONAL WORKSHOPS



Logic Modeling Workshops

Workshops introduced community partners to logic models as an evaluative tool for sharing stories of impact. Community partners walked away with **a better understanding of logic modeling, tools/resources for logic modeling, and a framework for how to use logic models to advance their organizational work.**






Evaluative Assessment Workshops

These workshops introduced participants to the purpose, types, phases, and tools of evaluation, and guided them through the development of an evaluative assessment plan for their organizations. The key takeaways were **a deeper understanding of why, how, and when to engage in evaluative activity, as well as how to articulate the evaluative process to key stakeholders,** such as boards, staff, and local organizational chapters.

Community partners that exhibited the greatest gains in commitment to cultural capacity work focused on staff development, though a range of approaches were effective, including explicit actions—e.g., hiring and training staff or implementing new programs—and more implicit actions, such as the provision of time and space to reflect on culturally competent practices.

Mainstream domestic violence organizations that had strong partnerships with or buy-in from the communities they wished to serve showed the most movement in building infrastructure. Likewise, culturally specific domestic violence agencies that had the capacity to work with consultants on internal processes and policies, as well as culturally specific advocacy organizations that were able to leverage grant funds into sustainable staff positions, also experienced stronger gains. Community partners that showed the smallest increases were already highly engaged in the work prior to the initiative or were mainstream organizations that lacked support for the work at the executive leadership level.

Exhibit 5: Innovations in Organizational Capacity Building for Cultural Competency

Strengthening CC DV Service Provision 	Diversifying DV Service Entry Points 	Supporting Community Responses to DV 
<ul style="list-style-type: none"> • Conduct internal program assessments for culturally competent practices in language access and volunteer training • Hire diversity trainers/advocates and/or bilingual, bicultural staff experienced with domestic violence service provision • Require advisory teams to complete domestic violence training 	<ul style="list-style-type: none"> • Hold forums in high schools to increase numbers of survivors from different populations seeking services • Conduct needs and strengths assessments in target community • Form a community advisory board to assess and strategize outreach to target communities • Recruit and train women from target community as certified domestic violence counselors • Develop comprehensive organizational cultural competence plans 	<ul style="list-style-type: none"> • Hold regional convenings to build the capacity of target communities to address domestic violence • Conduct regional trainings for community health clinics on culturally competent domestic violence practices that address culture, social/community norms, public policies and legislation, litigation and judicial reform, and civic, social, and economic rights related to target communities • Provide cultural competence training for domestic violence staff and partner agencies • Ensure that training curricula address cultural norms around domestic violence

Objective 3: Building Networks and the Field

These opportunities for programs to connect with one another are so valuable, informative, uplifting, and appreciated.

—Peer Learning Exchange participant

Overall, the BSAV CC Project had a strong effect on promoting more connected and culturally competent responses among institutional partners and new stakeholders. Most community partners (88 percent) reported “good” to “excellent” impact on the ability of leadership and networks to promote peer learning and sharing of best practices. Almost as many (76 percent) reported “good” to “excellent” impact on increased use or sharing of cultural competency tools, practices, and resources.

Connections can occur at progressively integrated levels, as community partners shift from *networking*, to *coordination*, to *collaboration*. As shown in Exhibit 6, most community partners at least occasionally communicated and had “loose” partnership roles (see first map in the exhibit); by the end of the project, more community partners (44 percent) are engaging in deeper collaboration with each other. As was true at the beginning of the project, culturally specific domestic violence organizations have continued to play a central role.

To understand strategic formation of partnerships over time, we used data from a social networking survey to compare partnerships and the connections of community partners to the broader field at the midpoint and near the conclusion of the project. Our analyses revealed expanding and deepening links between domestic violence and other organizations, as connections around cultural competency work evolved into a more integrated network. In particular, as shown in Exhibit 7, all of the community partners are now connected to each other, often through a range of shared partners. In addition, many community partners are now engaging organizations from outside of the domestic violence field.

Exhibit 6: Increasing Partnerships Among Community Partners

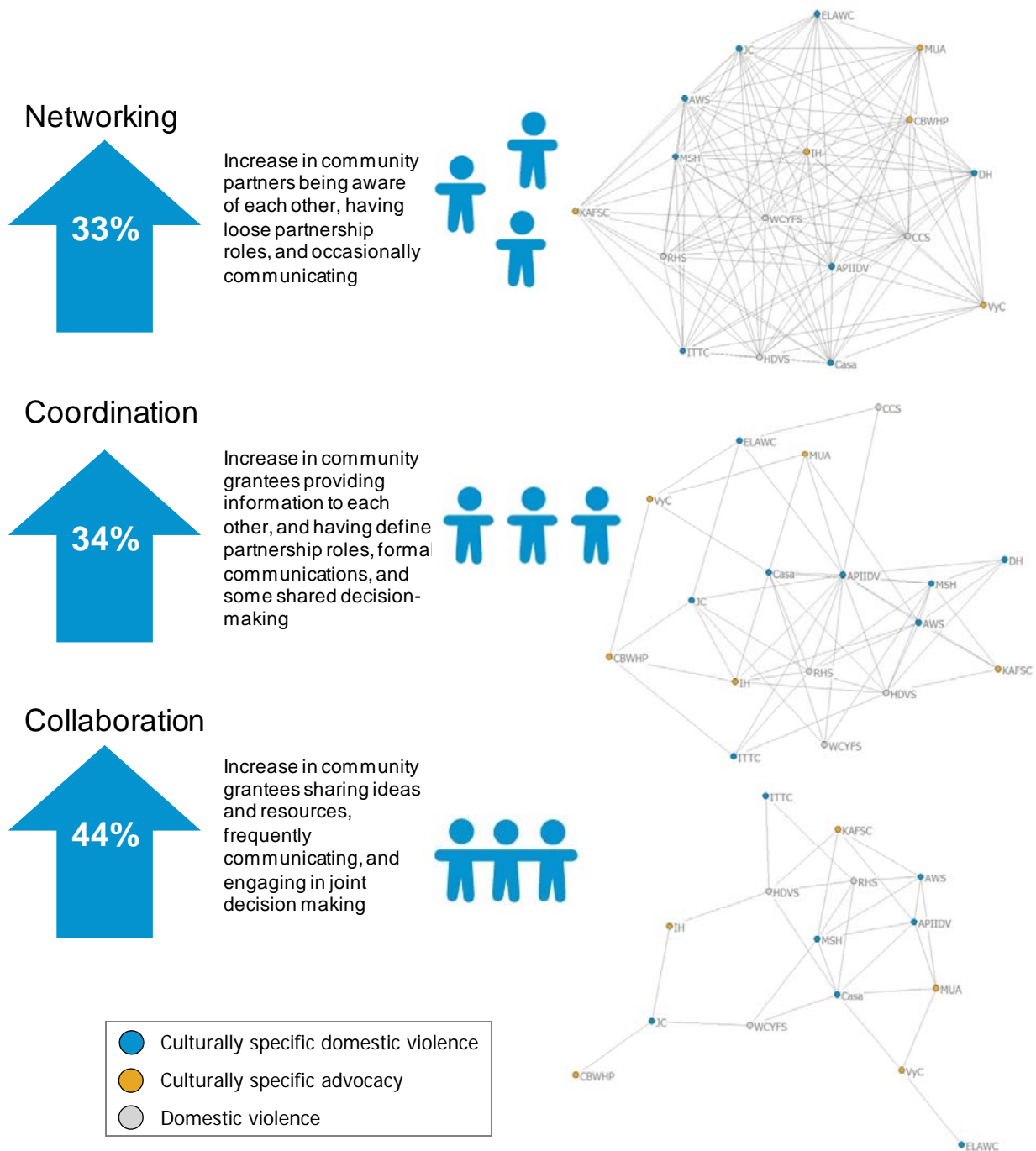
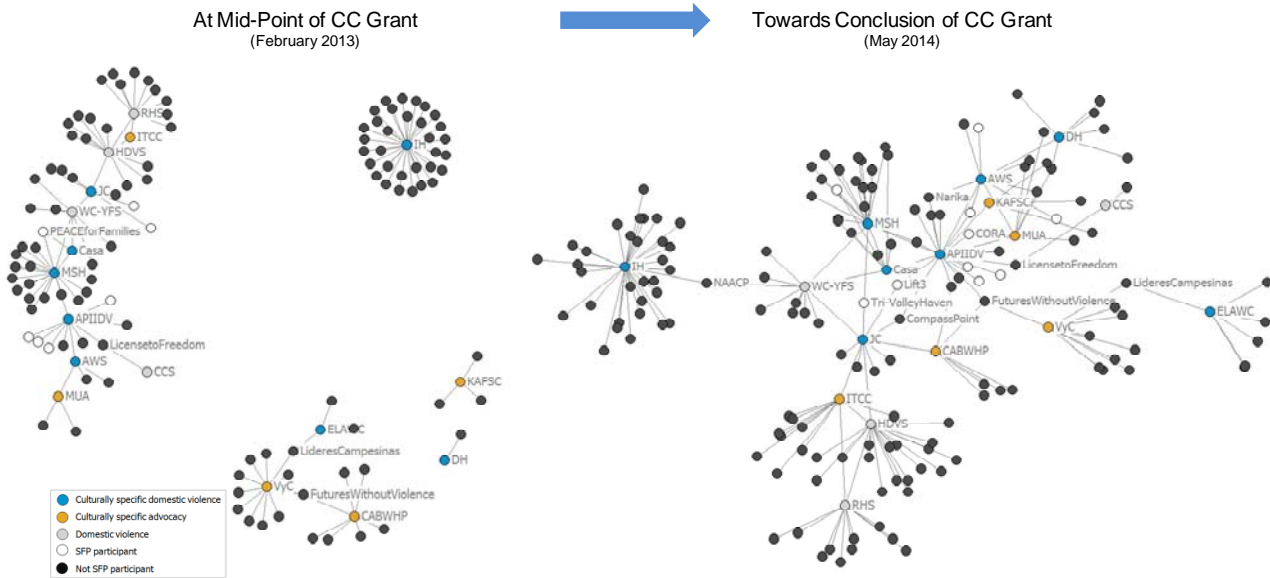


Exhibit 7: Changes in Interactions and Partnerships Around Cultural Competency Work



Across the community partners’ grant work, innovative practices around collaboration and networking developed (see Exhibit 8). Specifically, they facilitated connections and networked with leadership in their communities. Casa de Esperanza, for example, recruited 25 female high school students to work on campaigns designed to bring greater awareness of domestic violence issues. Community partners also strengthened domestic violence networks by partnering with other organizations and promoting collaboration among providers. Mujeres Unidas y Activas met with several domestic violence shelters and organizations to expand their Peer Advocate model, for example, and Rural Human Services laid the groundwork for an advocate ride-along program with local law enforcement.

Exhibit 8: Innovations in Networking and Collaboration

<div style="background-color: #0070C0; color: white; padding: 5px; text-align: center; font-weight: bold;">Facilitating Networked Leadership</div> <div style="text-align: center; margin-bottom: 10px;"> </div> <ul style="list-style-type: none"> Recruit and develop leadership capacity of members and survivors Use train-the-trainer models to expand leadership capacity Bring together community leaders for convenings and trainings 	<div style="background-color: #0070C0; color: white; padding: 5px; text-align: center; font-weight: bold;">Strengthening DV Networks</div> <div style="text-align: center; margin-bottom: 10px;"> </div> <ul style="list-style-type: none"> Identify and engage networks working in related fields Take a leadership role in convening existing DV coalitions Form new networks to integrate services for underserved groups 	<div style="background-color: #0070C0; color: white; padding: 5px; text-align: center; font-weight: bold;">Promoting Collaborative Learning</div> <div style="text-align: center; margin-bottom: 10px;"> </div> <ul style="list-style-type: none"> Pair culturally specific DV providers with mainstream DV providers to promote cross-cultural learning Create the space for culturally specific providers to share innovative practices
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As illustrated in Exhibit 9, the BSAV CC Project enabled sharing of best practices and innovations through trainings, workshops, and conferences. One-time conferences reached the greatest number of participants, but sharing through a series of trainings or workshops allowed for deeper engagement. Overall, in-person engagement was preferred over more passive or virtual sharing.

Peer Learning Exchanges (PLEs) played a particularly important role in promoting this outcome. Eleven community partners self-organized five PLEs, which took a variety of forms, from one-on-one site visits to group workshops with external trainers. Goals also varied: Rural Human Services paired with My Sister’s House, for example, to receive technical assistance with Hmong outreach, prevention, and advocacy. Likewise, a cluster of four community partners serving API populations came together to advance social justice analysis and community empowerment.

**Exhibit 9:
Methods of Sharing and Examples of Content Shared**

<p>Trainings and workshops</p> 	<ul style="list-style-type: none"> • Asian and Pacific Islander Institute on Domestic Violence: Introduced the 10x10x10 movement building, which provided grassroots training to engage survivors and built their capacity • DeafHope: Trained Deaf Counseling Advocacy and Referral Agency (DCARA) staff; provided tools • East Los Angeles Women’s Center: Conducted two conferences on the <i>Promotores Contra la Violencia</i> Curriculum; received requests to put on other trainings • Korean American Family Services: Led a workshop for BSAV CC on engaging men; provided tools
<p>Conferences, convenings, and meetings</p> 	<ul style="list-style-type: none"> • Mujeres Unidas Y Activas: Si Se Puede conferences provided informational resources/workshops to over 200 people and 25 organizations • My Sister’s House: Stepping Stones conference allowed over two dozen domestic violence organizations to (1) learn how different domestic violence shelters address cultural competency, (2) understand the nuances of working with API communities, and (3) identify ongoing steps to improve a domestic violence organization’s cultural competency plan
<p>Materials</p> 	<ul style="list-style-type: none"> • Inter-Tribal Council of California: Created Tribal community engagement sheet • Interval House: Developed informational handouts now used by other organizations

Challenges and Facilitators to Achievement of Grant Objectives

In implementing their BSAV CC projects, community partners faced some common challenges that created delays in project timelines and, in some cases, altered the vision and structure of their grant-funded projects. The most significant obstacles to capacity building included:

- **High staff or executive leadership turnover**, as well as organizational transitions that influenced the timing and/or prioritization of grant activities;
- **Lack of institutional or executive leadership support** as well as internal politics and staff dynamics that took focus away from BSAV CC Project work;
- **Lack of institutional buy-in and support**, including, for example, distrust of the consulting process;
- **Compartmentalization** of cultural competency work, which was especially problematic if a key individual left the organization;
- **Challenges with recruiting** volunteers or advisory group members

Community partners that exhibited the most success throughout the initiative had a long history in and strong connections to the communities in which they worked and the support of executive leadership and boards of directors, and/or they were organizationally stable in terms of staffing. Their efforts were facilitated by several additional factors, including:

- **Safe spaces** for listening to the seldom-told stories of survivors
- **Welcoming attitudes** of staff members with respect to improving themselves and their organizations
- **Openness to changing course** when things were not working—for community partners and external consultants alike
- **Opportunities to share** and learn from each other, particularly at in-person convenings
- **Strong, inclusive leadership** that prioritized building capacity among staff and program stakeholders.

Lessons Learned

The BSAV CC Project yielded nine core lessons for direct service and capacity building providers that can help to diversify entry points for domestic violence services, strengthen cultural competence in service provision, and serve as potential “game changers” in domestic violence prevention:

- Culturally specific organizations are uniquely suited to provide a leadership role in domestic violence work.

- Cultural competency is an ongoing process and commitment, rather than a discrete set of practices.
- Engaging survivors and other community members in dialogue about domestic violence is a powerful way to build survivor leadership and shed light on the root causes of violence.
- Engaging influential leaders and organizations from priority communities, such as clergy and churches, is a powerful step towards shifting community norms around domestic violence.
- Engagement of new and diverse stakeholders—such as men, youth, and other community members—in dialogues about healthy relationships is essential for the reduction and eventual elimination of domestic violence.
- Cultural competency work and staff who have unique linguistic or cultural skills should be fully integrated rather than put into silos within domestic violence organizations.
- When seeking to reach out to new populations, it is important to resist essentialism by taking into account individuals’ multiple identities, including dimensions of race, ethnicity, immigrant status, language, and sexual orientation.
- Reliable assessment tools can be valuable for helping domestic violence organizations assess and set goals for enhancing cultural competence.
- Domestic violence organizations need to prioritize recruitment and retention of staff with language access skills and connections to the communities served.

Given the changing demographics of California, it is clear that attention to cultural competency needs to be a central tenet of efforts to end domestic violence. Although there are burgeoning partnerships among BSAV CC grantees, these remain vulnerable to the vacillations of funding support of cultural competency work and staff turnover. Sustainability of this work lies in the creation of new and more robust types of partnerships and alliances that can strengthen and promote learning within the network of providers working to end domestic violence.

I. INTRODUCTION

When you look at cultural competency as being responsive, it is not a destination, it's something that you have to continue to reassess and reevaluate.

—Executive Director, BSAV CC Community Partner

In 2012, The Blue Shield of California Foundation (BSCF)'s program area Blue Shield Against Violence (BSAV) launched a project called “Strengthening Cultural Competency in California’s Domestic Violence Field for High-Need, Underserved Populations” (BSAV CC) to support and promote promising culturally competent practices within the domestic violence field.

BSCF enlisted RDP consulting (RDP) to manage the \$2.6 million initiative and to provide capacity-building services. After a thoughtful vetting process, BSCF provided two-year grants to 17 community partners across the state of California to (1) engage domestic violence survivors and community members; (2) strengthen the capacity of organizations to provide domestic violence-related cultural competency efforts; and (3) build and promote institutional partnerships leading to a more connected and culturally competent response to domestic violence. The BSAV CC Project specifically sought to support domestic violence-related outreach to Tribal communities, African American, and recent immigrant populations.

In 2012, Social Policy Research Associates (SPR) received a grant from BSCF to support the learning and evaluation of this project. This Final Report highlights the outcomes of the two-year evaluation, at both the organizational and field levels.

Overview of Evaluation

SPR’s evaluation focused on core program approaches, including grantmaking, capacity building, and field building through enhanced networks and the dissemination of best practices. In particular, the evaluation sought to capture shifts in (1) the level of integration of strategies to serve high-need populations throughout the organization, (2) plans and infrastructure to support culturally competent practices, and (3) the ability of community partners to engage and serve high need populations. The evaluation also examined longer-term outcomes, such as the degree to which the BSAV CC Project supported the sharing of tools, resources, and practices that

support cultural competence, as well as the degree to which the BSAV CC Project expanded networks within the field and promoted knowledge sharing. The evaluation was not designed to capture outcomes at the individual or community level. Many of the community partners engaged program-level evaluators to capture these types of changes, when applicable (see Appendix A for Project logic model).

Over the two years of the evaluation, SPR conducted 78 phone interviews, including interviews with community partners, RDP consultants, project-level evaluators, and field leaders. SPR conducted a one-day visit to 11 programs, conducting interviews with program executive directors, board members, outreach staff, key program partners, and clients. Finally, SPR attended project convenings and events, reviewed project documentation (e.g. proposals, reports), and administered two rounds of a social networking survey to all community partners (see Appendix B for a more detailed description of data sources).

Overview of BSAV CC Community Partners

The 17 BSAV CC Project grantees, referred to as community partners throughout this report, were a diverse group in terms of size, target population, and geographic location. The community partners were generally very well established organizations, with 9 to 44 years serving their communities (26 years on average). There was an even mix of small-, medium-, and large-sized organizations in the BSAV CC cohort.

Exhibit I-2 presents a typology that SPR developed in order to better understand the types of organizations participating in the initiative, each of which approached cultural competency in the domestic violence field somewhat differently. The exhibit also identifies the BSAV CC Project objectives that each of the community partners identified as their primary focus. The following brief overview of the types of organizations provides context for the rest of the report.

- **Broad-based domestic violence organizations** (4 total) were well-established domestic violence organizations that served all populations in need but used the grant to reach new populations, including Tribal communities, African Americans, and recent immigrant populations.
- **Culturally specific organizations** (5 total) were broad-based service or advocacy organizations for specific cultural populations that were working to expand their own or their partners' capacity to provide domestic violence information and/or services to these populations.
- **Culturally specific domestic violence organizations** (8 total) specialized in providing culturally focused domestic violence intervention and prevention services and/or capacity building. These organizations tended to be quite small and under-resourced, but they served as vital connectors between mainstream organizations and those focused on specific cultural groups.

There are three different types of community partners: Broad-based domestic violence organizations, culturally specific organizations, and culturally specific domestic violence organizations.

The partners' projects mapped on to one of three initiative-level objectives, described below.

Partners with an asterisk* are not direct service providers.

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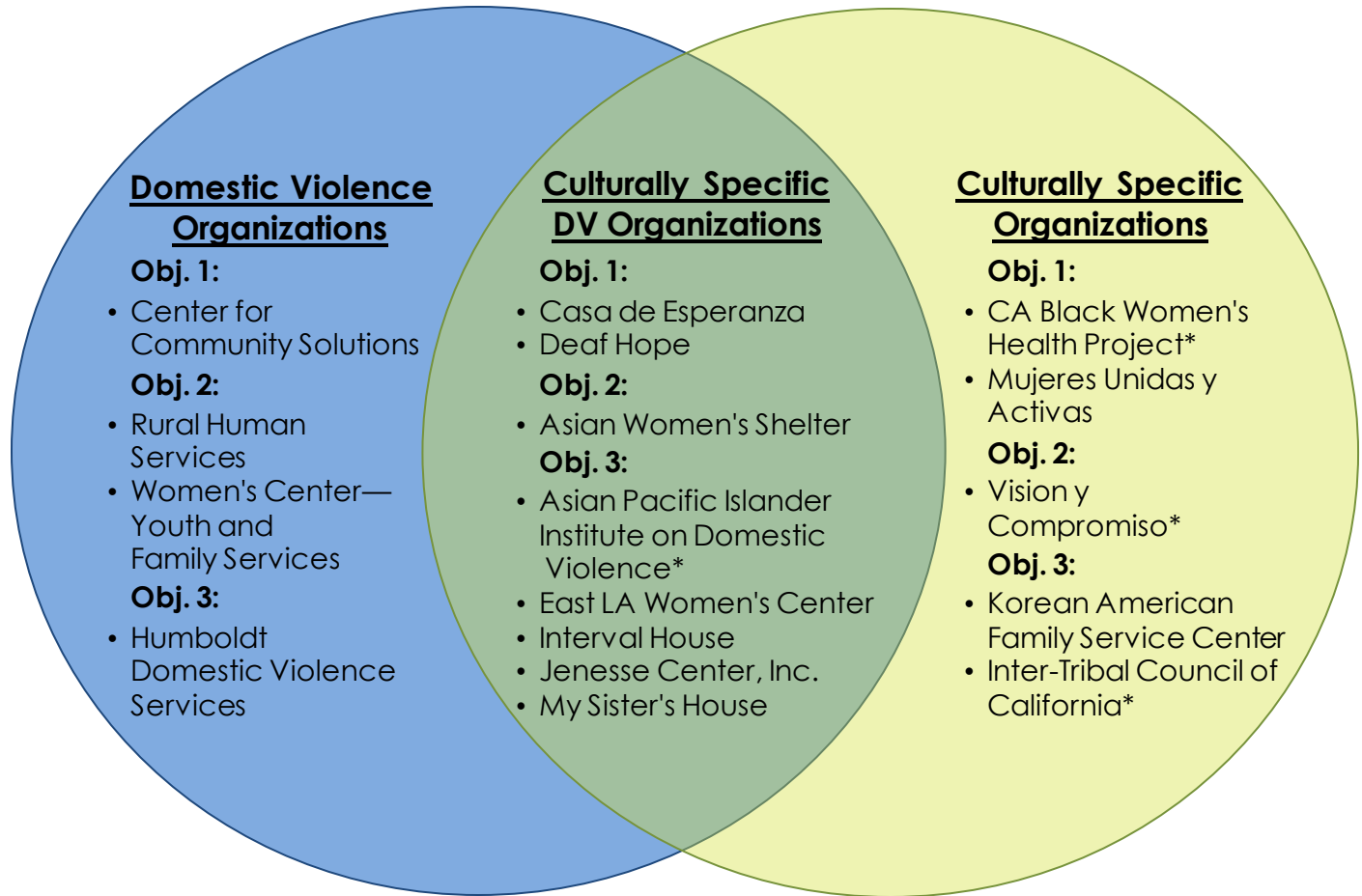
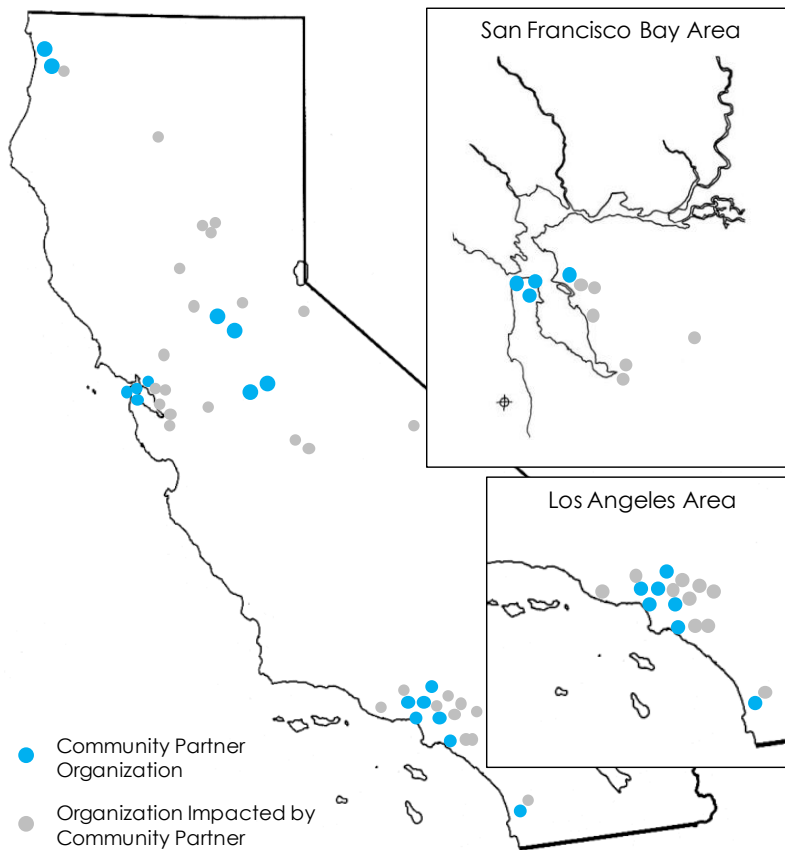


Exhibit I-2 and Exhibit I-3 show the distribution of community partners across the state of California, the priority populations for the community partner’s work, and key service innovation. The community partners were located throughout California, working in urban, suburban, and urban communities. Six community partners used the grant for improvements in culturally competent services for Asian and Pacific Islanders, five did so for African Americans, four for Latinos, three for Tribal communities, and two for Arab Americans. Community partners also considered the breadth and depth of intra-group diversity within these priority populations, including tribal differences, language and cultural differences, religious differences, and the influence of immigrant status and issues of ability. Exhibit I-3 also shows, in grey dots, the distribution of organizations that were touched by the work of the community partners. As illustrated by the exhibit, at least an additional 30 organizations across the state of California were touched by the program through the education and outreach work of the community partners.

**Exhibit I-2:
Organizations Indirectly Affected by BSAV CC Grants¹**



¹ A full list of organizations represented in this graphic is included in Appendix C.

**Exhibit I-3:
Objectives: Access and Advancing Practice**

Organization	Population	Region	Innovation
Asian Pacific Islander Institute on Domestic Violence (APIIDV0)	Recent API Immigrants	Statewide	Community engagement model
Asian Women's Shelter (AWS)	Recent API Immigrants	Bay Area	Language advocacy program
CA Black Women's Health Project (CABWHP)	African Americans	Los Angeles	Health policy training
Casa de Esperanza (Casa)	Recent South Asian and Hmong Immigrants	Central	Youth outreach and advocacy
Center for Community Solutions (CCS)	Recent Iraqi immigrants	San Diego	Enhanced services and Advocate training
Deaf Hope (DF)	Deaf (African American, Latino, API)	Bay Area	Advocate training
East LA Women's Center (ELAWC)	Recent Latina Immigrants	Los Angeles	DV partnership using Promotora model
Humboldt Domestic Violence Services (HDVS)	Tribal Communities	North	Hired tribal liaison and interns to provide enhanced CC services
Inter-Tribal Council of California (ITCC)	Tribal Communities	Central Valley	Sustained Cultural Competency Training
Interval House (IH)	African Americans	Los Angeles	Community and Faith-based engagement model
Jenesse Center	African Americans	Los Angeles	TA needs assessment
Korean American Family Service Center (KFAM)	Recent Korean Immigrants	Los Angeles	Faith-based model
My Sister's House (MSH)	Recent API Immigrants	Central Valley	Sustained Cultural Competency training program
Mujeres Unidas Y Activas (MUA)	Recent Latina Immigrants	Bay Area	DV partnership using peer advocate model
Rural Human Services (RHS)	Tribal Communities	North	Collaboration with Tribal Courts
Vision y Compromiso (VyC)	Recent Latina Immigrants	Bay Area and Los Angeles	DV partnership using Promotora model
Women's Center – Family and Youth Services (Women's Center)	African Americans	Central Valley	Community needs assessment and outreach to faith-based organizations

Overview of the Report

The remainder of the report is structured as follows:

- **Chapter II** provides a snapshot of the degree to which community partners were able to achieve their grant objectives, as well as challenges and facilitators to grant implementation.
- **Chapter III** provides an overview of innovative strategies that community partners engaged individual survivors and community members.
- **Chapter IV** presents feedback and lessons learned from community members on the capacity building activities associated with the grant, and highlights program-level outcomes focused on strengthening organizations.
- **Chapter V** summarizes initial field-building outcomes articulated in the BSAV CC Logic Model, including shifts in networks and partnerships over the course of the grant and efforts that community partners have made towards disseminating tools best practices.
- **Chapter IV**, the concluding chapter, highlights recommendations for the domestic violence field that can help to broaden access to domestic violence services for diverse populations.

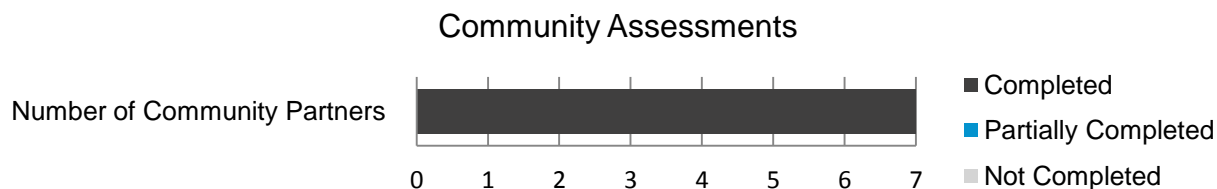
II. ACHIEVEMENT OF GRANT OBJECTIVES

In their grant applications, the BSAV CC Project community partners identified core objectives that their organizations would achieve. They used grant funds to implement projects designed to document effective practices, assess unmet domestic violence needs for specific priority populations, engage domestic violence survivors and community members, and build partnerships to advance the movement to end violence against women and girls. This chapter provides an overview of how successful they were at achieving these objectives by the conclusion of the two-year grant period. Specifically, we present community partners' core activities in relationship to the overall BSAV CC Project objectives: (1) engaging survivors and community members; (2) enhancing individual grantee organizations' cultural competency capacity; and (3) forming strategic partnerships. Chapters III, IV, and V provide project-level outcomes for each of these objectives. Appendix D provides more details about the specific grant objectives and accomplishments of each community partner.

Objective 1: Engaging Survivors and Community Members

The first BSAV CC Project objective was to engage domestic violence survivors and community members to increase the awareness and practice of culturally-competent outreach and prevention. Five of the community partners (CCS, CE, DH, CABWHP, MUA) had the explicit goal of engaging survivors and community members, though many others did so as well. In order to reach or better serve priority populations, community partners (1) conducted research with priority communities, (2) trained survivors and community leaders to be advocates, and (3) facilitated outreach and education.

Conducting Needs Assessment of Priority Communities



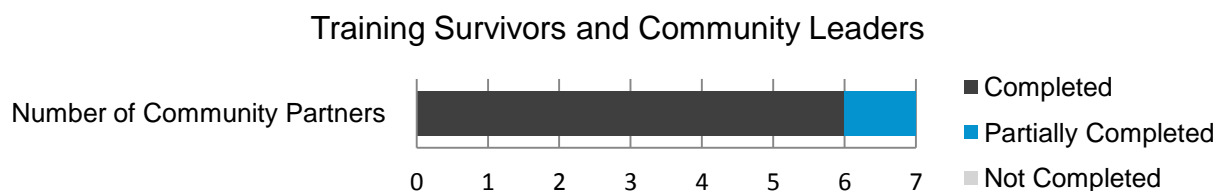
Seven of 17 community partners (CABWHP, CCS, HDVS, IH, KFAM, VyC, WCYFS) conducted community needs assessments to learn about the domestic violence experiences and needs of priority populations. Collectively, these community partners conducted 19 focus groups and 15 stakeholder interviews, and administered surveys to over 1,300 domestic violence survivors and community members.

Community partners engaged community members in:

- 19 focus groups
- 15 stakeholder interviews
- 1,336 surveys

The community partners used their assessment results to inform the design of their services, so that they were more culturally responsive. For example, Women’s Center–Youth and Family Services began offering a poetry workshop to the African American community after completing a community needs assessment; Korean American Family Services began offering a support group for Korean domestic violence survivors.

Training Survivors and Community Leaders as Advocates

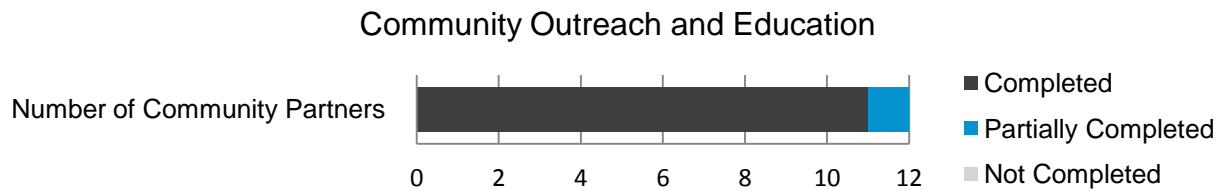


Seven community partners (APIIDV, CABWHP, CE, CCS, DH, MUA, VyC) included in their grant objectives plans to train survivors or other community leaders as health advocates. Although Vision y Compromiso did not train as many advocates as they had planned, community partners were generally successful at engaging community members and survivors in these trainings. Interestingly, all of the community partners that implemented this strategy were organizations with a culturally specific focus.

Once trained, advocates conducted education and outreach in order to raise awareness of domestic violence and to challenge beliefs that normalize violence and keep women from getting help. At five of the seven community partners, trained advocates provided direct support to domestic violence survivors by providing translation services, resources, information, and emotional support. In the case of one organization, the focus was on building the leadership of Asian/Pacific Islander survivor-leaders within domestic violence organizations across the state. At another, women were trained to advocate for health policy issues at the state-level.

Community partners conducted **16 trainings**, resulting in **278 health advocates** trained with linguistic and cultural expertise to engage priority populations.

Facilitating Community Outreach and Education



Twelve community partners (CABWHP, CE, CCS, DH, ELAWC, IH, ITCC, MUA, MSH, RHS, VyC, WCYFS) implemented community outreach and education strategies to increase awareness of domestic violence and domestic violence services among priority populations. Five enlisted trained advocates or volunteers to conduct outreach and advocacy activities. Five attended cultural and community events, such as church or Tribal gatherings, and three community partners conducted community presentations.

Finally, five community partners raised the visibility of their efforts to address domestic violence within their communities by developing public service announcements and videos.

Outreach and education efforts were focused on building trusting relationships with priority populations and raising awareness about domestic violence and the array of services available to address it. One project leader said that their biggest accomplishment was “having people

- Community partners:**
- Prepared 7 public service announcements (PSAs)
 - Attended 117 cultural events
 - Conducted 54 community presentations, reaching at

willing to be open to receive the information and then feel they're safe enough that they can talk about the issue.”

Objective 2: Building Organizational Capacity for Cultural Competency

The second project objective was to strengthen individual organizations' cultural competency-related practices, policies, and/or advocacy. Beyond developing infrastructure and engaging local communities, the community partners broadened their reach by engaging other domestic violence and non-domestic violence organizations. They created opportunities for sharing best practices and participated in capacity building support provided by RDP, something discussed further in Chapter IV. Grant objectives that fall into this category include (1) hiring staff, (2) forming advisory committees, and (3) evaluating programs and services.

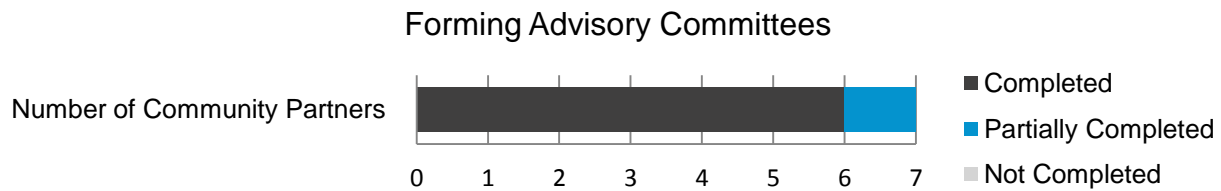
Hiring Staff



Ten of the 17 community partners (APIDVI, CE, CABWHP, CCS, DH, HDVS, ITCC, KFAM, RHS, WCYFS) hired staff with the grant and one other hired a consultant. All four of the broad-based domestic violence organizations hired staff, as did three of the culturally specific organizations and three of the culturally specific domestic violence organizations. As will be discussed further at the conclusion of this chapter, there was subsequent turnover in a few of these positions.

Although all community partners hired staff with specific linguistic or cultural backgrounds that would facilitate relationships with priority communities, the level of integration of staff members varied. Broad-based domestic violence organizations often hired a staff member who was the only one (or one of a few staff members) with specific linguistic skills or cultural understanding. Community partners with a culturally specific focus, on the other hand, tended to more generally hire staff who shared the culturally specific perspective of the organization in order to broaden their organizational capacity.

Forming Advisory Committees

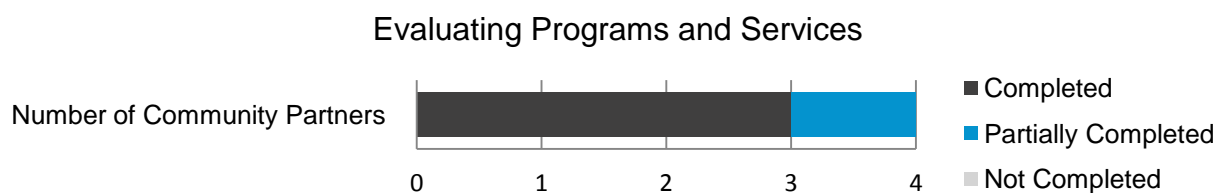


Seven (APIIDV, DH, IH, ITCC, KFAM, RHS, VyC) community partners leveraged expertise from advisory committees to strengthen and inform their cultural competency work. As illustrated in the figure above, six of seven fully implemented their plans to form advisory committees or expert panels, and one only partially implemented this objective due to significant challenges recruiting and engaging advisory committee members.

Only one of the community partners that used this strategy was a broad-based domestic violence organization, reflecting perhaps a less prominent focus on community input and engagement when compared to organizations with a culturally specific focus. Most community partners that adopted this strategy were focused on strengthening existing cultural competency practices and engaging partners. For instance, two formed advisory committees to refine curricula and tools that they hoped to share with the domestic violence field. In three cases, community partners used their advisory committees to promote peer learning and strengthen partnerships.

Despite differences in composition and size (from four to 22 members), the highly engaged advisory committees shared several common features. Chief among these was careful forethought in selecting members who were committed to the community partners' missions and who understood the complexities of cultural competency work.

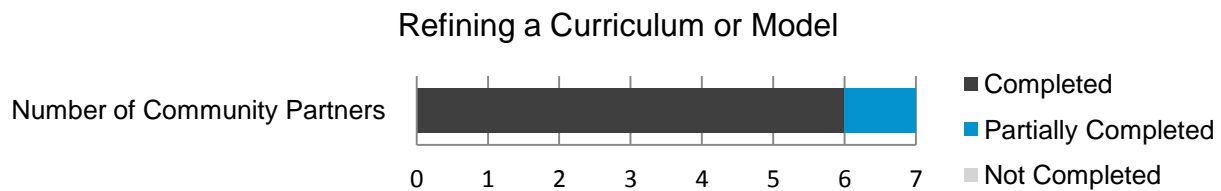
Evaluating Programs and Services



Four community partners (AWS, CCS, ELAWC, IH) used the grant to evaluate the cultural responsiveness of their programs and services. Three of these community partners assessed a particular intervention model, while one conducted an organization-wide assessment. One community partner was still in the process of collecting data from program participants at the time this report was written.

After realizing the value of evaluation for strengthening programs and services, two organizations decided to use their evaluation tools on a regular basis. The program leader of the Asian Women’s Shelter said, “The impact that [the research] has had on former residents has made us think this is something really valuable...[for] the residents and...the program’s continual development.” Likewise, Center for Community Solutions plans to administer its cultural competency scorecard survey on an annual basis.

Refining a Curriculum or Model

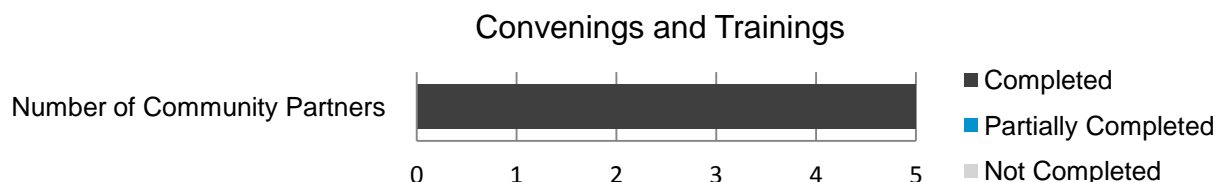


With support of the grant, seven community partners (AWS, CABWHP, ELAWC, HDVS, ITCC, RHS, VyC) developed or refined a curriculum or intervention model that has the potential to be shared with the broader domestic violence field. As indicated by the figure above, one is still in the process of refining its intervention model. Four community partners with a culturally specific focus used the grant to document and improve their advocate training curriculum. California Black Women’s Health Project was particularly unique in adopting a gender mainstreaming approach that incorporated four sessions on domestic violence into their intensive health advocacy training for African American women. Three community partners focused on developing and revising their cultural competency training curricula with the aim of improving service provision to Tribal communities in California.

Objective 3: Forming Strategic Partnerships

The third project objective focused on promoting a more connected and culturally competent response with institutional partners and new stakeholders. To strengthen relationships with institutional partners and stakeholders, community partners (1) hosted group convenings and trainings, (2) provided technical assistance and coaching, and (3) formed networks to build the capacity of other organizations. Each of these strategies is described in more detail below.

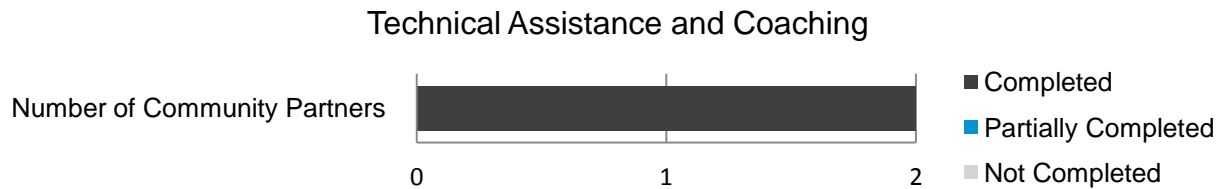
Hosting Convenings and Trainings



As indicated by the figure above, five community partners (APIIDV, ELAWC, KFAM, MSH, MUA) hosted group convenings and trainings to foster collaboration and promote cultural competency within the domestic violence field. During these one-time events, community partners brought stakeholders together to share best practices and learn from each other. Although the topics covered at these events were tailored to different audiences, the primary goal was either to increase awareness of domestic violence or improve service provision to priority populations. For instance, Korean American Family Services coordinated two conferences and trained over 150 Korean-speaking clergy on how to serve domestic violence victims and provide referrals. Subsequently, they experienced an increase in client referrals from churches and clergy. As illustrated by this example, making time and space for engaging new partners and stakeholders can enable community partners to increase the reach of services.

Community partners sponsored 9 trainings and convenings, engaging at least 572 participants.

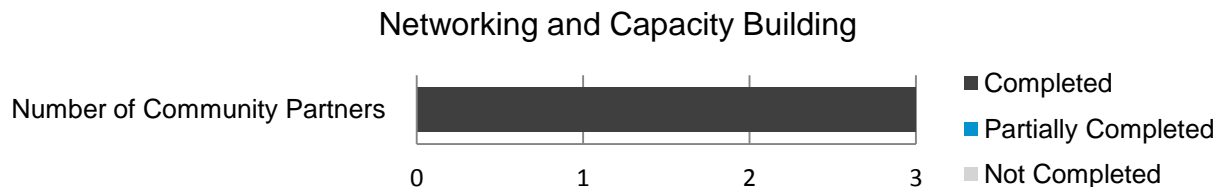
Providing Individual Technical Assistance and Coaching



Two community partners (MSH, ITCC) focused on building the capacity of nine partner organizations by providing intensive technical assistance and coaching to increase cultural competence. My Sister’s House supported its six partner organizations by reviewing their existing policies and practices for serving Asian/Pacific Islander communities as well as developing their cultural competency plans. Similarly, the Inter-Tribal Council of California provided cultural competency training to its three learning partners. Building the capacity of other organizations required creating a safe environment to discuss sensitive topics related to cultural competency. A representative from one partner organization described how My Sister’s House was exemplary in developing their cultural competence:

My Sister’s House [creates] a great environment for learning; they want [us] to learn and ask questions. I feel safe enough to ask questions and receive feedback in a way that is non-threatening. They have mastered the art of fostering learning (Ann King, Tri-Valley Haven)

Networking to Build the Capacity of Other Organizations



Beyond developing their own infrastructure, three community partners (APIIDV, KFAM, MSH) established networks and used a train-the-trainer model to build the capacity of other organizations. In addition, four community partners conducted stakeholder analyses to assess how to better engage potential partners. Two culturally specific domestic violence organizations focused on building the cultural competency of peer organizations, while another assembled a network of four domestic violence service providers to develop a cohesive and integrated system of care for underserved priority populations. By establishing these networks, the community partners created opportunities for sharing best practices and peer learning, which ultimately increased the capacity of other organizations to engage in cultural competency work. For at least one community partner, creating these networks resulted in increases in cross-referrals. In contrast to the other two community partners, Asian Pacific Islander Institute on Domestic Violence adopted a unique approach by building the capacity of organizations that were already strong in cultural competency to be more impactful in their communities.

Challenges to the Achievement of Grant Objectives

In implementing their BSAV CC projects, community partners faced some common challenges over the two-year grant period. The challenges described below often created delays in project timelines and, in some cases, altered the vision and structure of community partners' grant-funded projects.

- **Nine community partners faced challenges in developing partnerships.** Community partners needed to invest more time than expected into developing new partnerships, in part because partner organizations sometimes lacked the resources and capacity to fully engage. Moreover, due to limited capacities, partner organizations required support with reporting and tracking progress. Community partners also faced challenges with community dynamics and building trust. One leader of a broad-based domestic violence organization, when describing their efforts to connect with the Tribal community, said, “You better expect to show up for two years of events before you are really going to be accepted.” As a result of these challenges, two community partners amended their grant objectives to reduce the number of organizations with which it hoped to partner.

- **Staff turnover and organizational transitions influenced the timing and/or prioritization of grant activities at seven programs.** Organizational changes, such as mergers and restructuring, slowed project activities at four community partner organizations. Women’s Center of San Joaquin Valley, for instance, merged with another agency to become Women’s Center—Youth and Family Services. More common was staff turnover or staff transitions within community partners or their collaborative partners, which stalled project momentum. Six community partners had transitions in their grant-funded positions over the two years of the grant, and Asian Women’s Shelter, California Black Women’s Health Project, Rural Human Services, Humboldt Domestic Violence Services, and DeafHope had changes in executive directors.
- **Some community partners experienced difficulties with conducting research and community assessments.** Community partners that engaged in community-level research activities, such as focus groups and surveys, had difficulty engaging community members in dialogue, particularly about domestic violence. Culturally specific organizations that faced this challenge said it was due to the stigma within certain cultures associated with talking openly about domestic violence. Moreover, as one community partner poignantly stated, “The richest data come from the people who are the hardest to reach.” Furthermore, conducting culturally competent research, including translation and sensitivity to administration, required more time and resources than community partners anticipated.
- **Two community partners encountered challenges with recruiting volunteers or advisory group members.** These community partners reported that it was difficult to find enough volunteers willing to invest the time required to complete trainings. Another community partner faced initial challenges arranging meetings, eventually settling on monthly meetings with two facilitated retreats, which provided ample opportunity for advisory committee members to stay engaged.
- **When planning for convenings and trainings, the community partners had to carefully consider venues and dates to ensure high participation.** For example, one community partner reported that participation at a convening was severely impacted by another community event on the same day. In addition, the capacity of the community partners to host these types of events in the future is contingent on their ability to secure the funds needed to support them.

Facilitators to the Achievement of Grant Objectives

In spite of the challenges they faced, many community partners reached significant milestones in their cultural competency work under the BSAV CC grant. Following are factors that facilitated their progress in meeting grant objectives.

- **Creation of safe spaces for listening to the seldom-told stories of survivors.** Community partners that were successful approached their work with cultural humility and with a focus on listening rather than talking.

Making a concerted effort to understand the perspectives and needs of their target communities was essential for establishing trust and also, in the words of one program leader, “surfacing the precious stories that hold the key to how we move forward to end violence against women and girls.” This approach is based in an understanding that the wisdom necessary to address domestic violence in a specific community rests within that community. Thus, community partners were successful when they focused on creating an inclusive environment where people felt comfortable candidly sharing their stories and experiences.

- **Willingness and ability to change course when things were not working.** A key part of a culturally competent approach is the ability to recognize when something is not working. Seven community partners filed grant amendments because the objectives outlined in their original proposals proved incompatible with their efforts to achieve larger goals. Several community partners also noted how useful it was that they had the flexibility to change course when needed.
- **Strong, inclusive leadership.** Organizational leaders played a critical role in navigating grant-related challenges and guiding community partners toward cultural competency. Strong leaders viewed cultural competency as an ongoing learning process and often adopted a humble and collaborative approach to their work. For example, in the case of My Sister’s House, humility defined Executive Director Nilda Valmores’ leadership style:

Nilda is able to develop trust among the participating organizations so that they do not fear being judged when asking uncomfortable questions....Nilda is not the type of leader to be at the front of the room. She is able to lead from the back of room and still garner respect (Elaine Abelaye, Everyday Impact Consulting).

Having a keen awareness of their organizations’ strengths and areas for growth in cultural competency, these leaders continually sought out ways to improve cultural competency practices. Moreover, they understood that they could not serve high-need, underserved populations in isolation, and so they proactively bolstered their partnerships and networks to complement their strengths. By leveraging the expertise of partner organizations, community partners were able to have a greater impact on their priority communities.

III. ENGAGING SURVIVORS AND COMMUNITY MEMBERS

Rather than dropping in to impart some simplistic knowledge about cultures, we instead walk the journey alongside communities in a spirit of partnership, building long-term capacity of communities for them to respond effectively to domestic violence and other social issues.

—Beckie Masaki, APIIDV

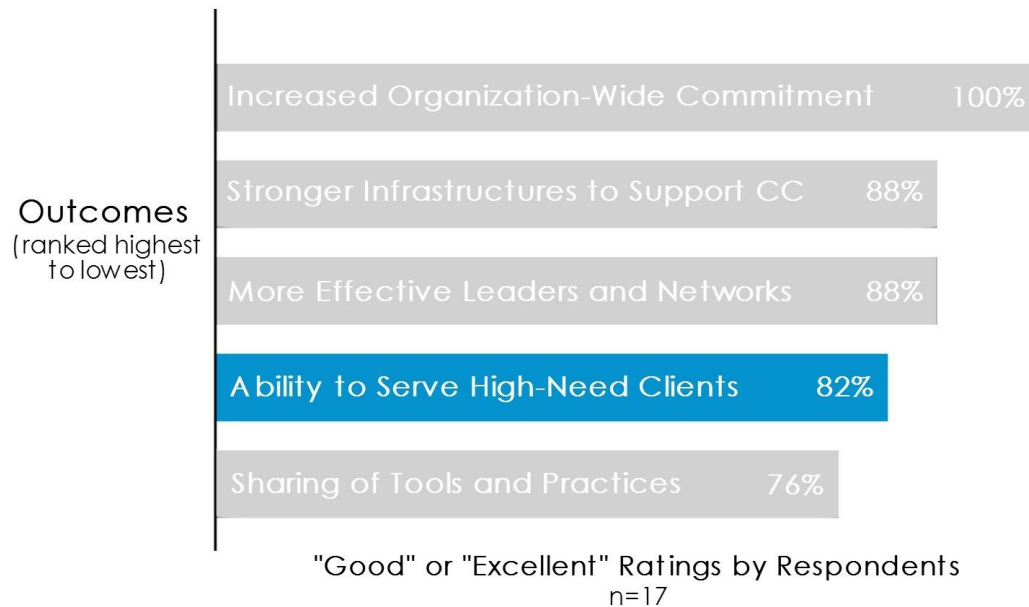
The first objective of the BSAV CC Project was to engage domestic violence survivors and community members to increase awareness and practice of culturally competent, domestic violence-related outreach, prevention, and advocacy. Although only five community partners identified this as their primary objective, most engaged survivors, whether directly through enhanced outreach to priority community members, or indirectly through enhanced organizational capacity to serve these communities.

Building on the grant accomplishments highlighted in Chapter II, this chapter provides a summary of outcomes related to the ability of community partners to serve high-need clients. We then draw on data from grantee-level evaluations, as well as from interviews and site visits, to highlight innovative strategies and approaches for engaging survivors and community members.

Shifts in Ability to Serve High-Need Clients

Exhibit III-1 illustrates that 14 community partners (82 percent) felt that the grant had a “good” or “excellent” impact on their organization’s ability to serve high-need clients. Community partners that indicated that the grant had less of an impact on their ability to serve high-need clients were focused more on capacity building or partnership development.

**Exhibit III-1:
Impact of BSAV CC Grant on Cultural Competency Outcomes
(Serving High-Needs Clients)**



At least seven community partners reported that the grant led to significant shifts in their ability to serve at-risk or priority populations. These community partners reported sizable growth in the number of clients from the priority groups that they serve, driven by their ability to provide more linguistically and culturally appropriate services and through an increase in venues or locations where clients could learn about and access services. Key accomplishments include:

- Casa de Esperanza doubled the number of Hmong and Indian clients they serve and received increased requests from community leaders of these groups to present on domestic violence. Specifically, they engaged 530 Hmong and East Indian women and girls in their outreach meetings, and trained 40 students to provide education and outreach at cultural events such as the Hmong New Year celebration, Punjabi festival, and Sikh parade.
- As a result of extensive outreach over the grant period, My Sister’s House increased the number of Pacific Islanders they serve through their crisis line—from zero in 2011–2012, to 23 Pacific Islanders, 14 Fiji Indians, 2 Tongans, and 1 Samoan in 2012–2013.
- Due to an increase in referrals from partners, Korean American Family Services increased their client numbers by over 300 percent, from an average of six per month in the first quarter of the project to 18.3 per month in the last quarter. They also created “Life Beyond,” the only Korean domestic violence survivor support group in Los Angeles County.
- Through DeafHope, 31 individuals received 40–60 hours of training on domestic and sexual violence and advocacy within the deaf community. Due to strategic partnerships with deaf people of color organizations throughout the San Francisco Bay Area,

DeafHope has seen a 30 percent increase in the services they provide to deaf women of color.

- The Women’s Center—Family and Youth Services delivered 37 presentations to the African American community, engaging over 1,000 people. Over the course of the grant period, client referrals from within the African American community increased by 5 percent, and referrals from existing African American clients increased by 3 percent.
- Vision y Compromiso had 113 advocates complete their three-day educator training. In turn, these women did presentations on domestic violence in churches and other community settings.
- Center for Community Solutions recruited and trained 11 volunteers who speak Arabic, Chaldean, Kurdish, and Farsi. They reached at least 1,080 Iraqi community members with domestic violence education through their outreach to community groups, Iraqi community members, English Language Learner classes, and Public Consulting Group workshops on CalWorks for Iraqi refugees. In addition, they provided training on Iraqi culture to 579 cadets in the police academy.

As described in Chapter II, bilingual and bicultural staff and volunteers were instrumental in enabling community partners to engage with priority populations. Furthermore, community partners often engaged new partners who were then able to refer clients to the program.

Innovative Strategies for Engaging Survivors and Community Members

Many of the strategies that community partners used to engage new clients were tried and true outreach methods, such as presentations at partner and public service organizations, pamphlet materials, and public service announcements. These approaches were pioneering for community partners because they were linguistically and culturally accessible and were targeted to new populations.

In this section, we focus on culturally competent strategies that were *innovative*, in that they expanded and diversified the entry points for domestic violence services.¹ They were potential “game changers” in the effort to prevent domestic violence because they focused on building leadership among survivors, staff

Cultivating strong advocates and survivors...helps to shift the conversation around DV...to new norms by which DV is a community problem. Survivors deserve compassion, and whole communities need to hold abusers accountable and families safe.

—Beckie Masaki, APIIDV

¹ According to the BSCF/BSAV logic model, innovation in domestic violence services are practices that (1) expand and diversify points of entry for domestic violence services, (2) strengthen cultural competence in

members, and community members (including clergy) in order to disrupt the attitudes and behaviors that contribute to the perpetuation of violence. At the end of this section, Exhibit III-2 provides a summary of the core practices highlighted below.

Promoting Survivor Leadership

Our organization has the mission to empower the Latina immigrant women, and that model of “when I heal, you heal” really helps women. They then become empowered to want to make changes for other women.

—Juana Florez, MUA

At least three community partners (APIIDV, ELAWC, MUA) were focused on elevating the voices of survivors so that they could be agents of change in the movement to end gender-based violence. This process was challenging, however, as survivors face numerous obstacles that inhibit their participation and perception of themselves as leaders, including the trauma of surfaced memories, the stigma of having experienced domestic violence, and low self-esteem. These issues are further compounded for priority group members who face marginalization and racism within broader society and who risk losing vital family and community ties by coming forward. Thus, successful efforts to promote survivor leadership focus on breaking women out of isolation by connecting them with other survivors and helping them recognize and develop their strengths. Furthermore, effective strategies for promoting survivor leadership include:

- **Safe spaces** that validate survivors’ perspectives and experiences
- **Preparation** for addressing issues of trauma and stigma
- **Experienced facilitators** who understand issues of domestic violence within the priority community
- **Time for survivors** to grow into their roles as leaders and change makers

Community partners enhanced the leadership of survivors and frontline advocates within small community-based organizations across the state, as well as trained community members and survivors to serve as domestic violence advocates within their communities. In keeping with the principles highlighted above, they used a more intensive longitudinal model of training, so that they could create safe spaces where women could share their stories and find strength through shared experiences and understanding. Following are examples of outcomes in this area.

- **Mujeres Unidas y Activas trained 42 recent Latina immigrant survivors and community members as certified peer counselors through their Domestic Violence Peer Counseling Program.** Peer counselors complete a two-year state-certified training program. The first year of the program focuses on developing facilitation and outreach skills and the second year focuses on counseling and advocacy training. Peer counselors

domestic violence service provision, (3) promote collaboration between health providers and domestic violence services, or (4) are potential “game-changers” for domestic violence prevention.

can volunteer at Mujeres Unidas y Activas sites to provide language assistance and referrals as well as crisis intervention support for their San Francisco hotline, or they can volunteer at the Emergency Shelter Program in Hayward.

The BSAV CC Project falls in complete alignment with their organizational mission of “personal transformation and building community power.” A woman in the evaluation focus group spoke of how participation helped her heal and inspired her to help others:

I cried a lot when I first started coming. I felt so hopeless and alone. But I pushed myself to continue with the sessions....It got to the point when I didn't want to cry anymore and I decided to take the next step. I talked with [a staff member] about signing up for the [peer educator] trainings. That motivated me so much....I could feel myself changing...and also started seeing the need to help those that were in the same situation I was in.

- **Asian Pacific Islanders Institute for Domestic Violence engaged 32 survivors and community leaders from San Francisco, the Central Valley, and Los Angeles to promote peer alliances for addressing domestic violence in Asian/Pacific Islander communities.** Survivor–advocates participated in regional convenings designed to support shared understanding of domestic violence, build relationships that contribute to shared work, and model survivor and community-driven approaches for addressing domestic violence within the Asian/Pacific Islander community. Across the regional convenings there emerged among participants a recognition of the power of survivor-led activism and storytelling as a method of empowerment. Among survivor–advocates who participated in the Central Valley convening developed strong relationships and made plans to reconvene again at the APIIDV national network meeting. These survivor–advocates were strengthened in their efforts to serve as resources for mainstream service providers working in the Hmong community and to be a visible force for community and social change.

Working with the Faith Community

Faith leaders are the first responders. If they don't do anything, domestic violence victims are not going to get the help they need.

—Alice Lee, KFAM

As illustrated by the quote above, for many priority communities, particularly recent immigrants and African American women, the church is the “first responder” to domestic violence. A grant-funded needs assessment by Korean American Family Services found that pastors and religious counselors were discouraging women from seeking help beyond the church, instead emphasizing the importance of prayer and forgiveness. Similarly, Interval House’s needs assessment found that the church was “in denial” about domestic violence.

Korean American Family Services, Interval House, and Women’s Center engaged the faith community in order to strengthen the ability of faith leaders to properly address domestic violence. Innovative strategies that they have used to work with the faith community include:

- **Holding dialogues** about domestic violence at interfaith conferences and events
- **Being proactive** about reaching out to churches of diverse faiths
- **Explicitly aligning the goals** of the domestic violence movement with the goals of the faith community to promote peace
- **Preparing educational materials for clergy** that outline responses and resources for addressing domestic violence within their congregations

The experiences of two community partners as they partnered with the faith community are highlighted below.

- **Korean American Family Services hosted two clergy conferences in the Korean community, reaching over 150 Korean-speaking clergy and domestic violence service providers.** These trainings raised awareness of domestic violence among Korean faith leaders and also provided them with practical tools and knowledge of how to respond to congregants when they shared experiences of domestic violence. Each participant received a laminated, double-sided tip sheet containing information on what domestic violence is and how to respond to domestic violence victims, as well as phone numbers for important service agencies where Korean woman can receive support in their own language. Most importantly, the organization reported making great progress in “bridging the gap” between faith leaders and domestic violence service agencies and in helping to make the issue a community-wide priority.
- **The African American Network for Violence Free Relationships, a project of Interval House, identified a number of ways that organizations can engage churches and faith-based organizations.** Key steps include:
 - Make sure they are seen as safe zones for those experiencing domestic violence.
 - Provide resources so that they can educate parishioners about domestic violence and domestic violence services
 - Educate clergy so that they hold perpetrators accountable for their actions without endangering victims.

In order to begin the work of deepening relationships with the faith community, the organization engaged faith leaders as members of its advisory board, presented at the Interfaith and Intercultural Breakfast, and reached out to non-Christian faith communities. In the next phase of the grant, Interval House will develop a resource manual for faith leaders, a “DV 101” course for clergy, and resource cards on domestic violence that can be given to all places of worship.

Challenging Social and Cultural Norms

Domestic violence is a cultural norm, and we don't see it changing in the near future. Many women see it as a part of life. In this regard, gender-based violence is not only accepted, but normalized.

—Barbara Kappos, ELAWC

As illustrated in this quote, one of the key roles that some community partners play is helping women recognize how social and cultural norms can contribute to domestic violence. At least 10 of the 17 community partners (APIIDV, AWS, CE, ELAWC, IH, ITCC, KFAM, MSH, VyC) engaged survivors and community members in dialogue in order to uncover social beliefs about the right of men to discipline women or about physical violence as an appropriate way to resolve conflicts. They sought to develop an understanding of the nuances of gender oppression and violence within a given culture and of how traditional values are invoked to maintain the status quo as a starting point for changing those norms. They also sought to build understanding of how historical trauma and discrimination have led to the perpetuation of violence, particularly in Tribal and African American communities. As Paul Tupaz of InterTribal Council of California noted, for lasting change, “empowerment needs to come from within.”

We need to be inclusive, and if you give all this information to women, it is very powerful. But, if you include the men and the entire family, it will really have a bigger impact.

—Alma Esquivel, Vision y Compromiso

Challenging cultural norms around domestic violence is most often integrated into the work of the organization, rather than enacted as a stand-alone strategy. Central to this approach are:

- **A strong framework of analysis** that articulates how cultural and social norms perpetuate or condone violence
- **A strong understanding of the strengths within priority groups** (e.g., faith, families, traditional cultural values) that can be called upon to resist those norms
- **An effort to engage youth, men, and the broader community** in conversations about domestic violence

Particularly strong is the effort to engage men more fully. There is an understanding that the attitudes of men and boys about women need to change if violence against women is going to be fully addressed. Interval House, for instance, conducted a two-day “Calling All Men” conference, which was attended by over 200 people. Likewise, Vision y Compromiso has partnered with the National Compadres Network, an organization devoted to healing and developing Latino boys and men. Other organizations have taken different approaches. For example:


- **Through its Promotoras Contra la Violencia curriculum and model, East LA Women’s Center trains mostly monolingual Spanish speakers who live in predominantly Latino communities to educate others about issues related to culture, power, and control in abusive relationships.** Their Promotoras curriculum addresses issues of power within Latino relationships head on, arguing that “traditional Latino values view sexual and domestic violence as a ‘family issue’ that needs to be kept secret” and that while family members may serve as a source of strong social support, “they are

also discouraging the survivor from seeking help from the family.” Stephanie Masones, the organization’s Development Associate, said of the Promotora health educators, “their culture, language and life experiences uniquely qualify them to help others” and they “are a bridge between agencies and the community. They reach women who are isolated and oftentimes are not aware of the services available.”


- **Casa de Esperanza felt that their engagement of East Indian and Hmong girls and women was helping to shift the dialogue about who is responsible for the violence in their community.** Marsha Krouse-Taylor, the Executive Director, recounted a story about two East Indian girls who were assaulted by two men in their community. The mother of one of the survivors had attended a BSAV CC-funded class and contacted Casa de Esperanza to help the girls, which in and of itself had never happened before. Further, there was a shift in the nature of the conversation—historically, the reflex reaction within the community would have been to blame the victims. She described:

We were able to do the work in the [Indian] community to support those two girls. For the first time in the history of our community, we saw that the community was split down the middle, not actually 50/50, but there were as many people in that community supporting the girls as there had been supporting the men. That is something that never would have happened three years ago. But, we had enough women in that community who were saying, “Wait a minute....It’s not the girls’ fault. They weren’t bad girls.”...The district attorney, for the first time, was able to get the family to support prosecution. The men were arrested.


**Exhibit III-2:
Innovations in Domestic Violence Services, Practices, and Capacity Building**

Promoting Survivor Leadership 

- Create safe spaces that validate survivors’ experiences
- Be prepared to address issues of trauma and stigma
- Have experienced facilitators that understand issues of DV within the priority community
- Allow survivors time to grow into their roles as leaders and change makers

Working with Faith Community 

- Hold dialogues about DV at inter-faith conferences and events
- Proactively outreach to diverse faiths
- Explicitly align the goals of the DV movement with the goals of the faith community to promote peace
- Prepare and disseminate educational materials for clergy that outline DV responses and resources

Challenging Cultural and Social Norms 

- Develop a strong research-driven framework that articulates how cultural norms perpetuate and condone violence within priority community
- Develop a strong understanding of the strengths and assets within each priority community that can be called on to resist those norms
- Use these tools to guide conversations with survivors, but also broader populations, such as men, youth, and other community members

Support for Innovative Practices

Most of the community partners who were experimenting with innovative strategies had a culturally specific focus. They were able to innovate because cultural competency was not just a value but was, as one of them put it, “in their DNA.” It was woven into their organizational culture, from the constitution of their boards to their approaches to leadership and risk taking and their willingness to share their cultural knowledge and expertise with others. These community partners had well-developed frameworks for how to support survivors in a culturally competent way and for how to prevent domestic violence by uncovering its root causes. They were also intentional about recruiting staff and board members with a strong cultural competency lens.

Increasing access to domestic violence services in mainstream domestic violence organizations requires culturally appropriate staffing, translated materials, and connections to diverse organizations within the community. As discussed in Chapter II, ten programs hired staff who were able to expand their ability to engage diverse clients by helping with translation and doing outreach and education on domestic violence to culturally specific and faith-based organizations within the community. Respondents said there was a palpable difference in comfort level when a client could talk with someone who shared their cultural and linguistic background. The benefits of having diverse staff are clear, but the challenge for most of these organizations is finding ways to fund these positions once the grant ends—otherwise, increased access to services for priority populations will not be fully sustained.

IV. STRENGTHENING ORGANIZATIONS

The RDP team of consultants provided group and tailored technical assistance to the community partners in order to strengthen their capacity to offer culturally competent prevention and advocacy services to high-need groups. RDP strategies included needs and strength assessments, site visits, individualized one-on-one coaching, and community partner cohort convenings, trainings, and workshops. The Joint Inquiry Cultural Competency Tool (JICCT) was a critical tool because it allowed organizations to identify their strengths and areas for development. According to RDP, the JICCT allowed organizations to set goals and develop action plans, and it helped build a shared understanding of where organizations were at the outset of the Project and what they hoped to achieve by the end. This also allowed RDP to design workshops, webinars, and trainings to address the needs identified in the assessment phase.

This chapter presents results of the BSAV CC project's capacity building activities. In particular, the chapter describes these activities as they contributed to outcomes of greater integration and alignment of organization-wide outreach strategies for high-need, underserved populations as well as stronger plans and infrastructures to support culturally competent practices (e.g., hiring, retention, professional development).¹

Feedback on Capacity Building Activities

Organizational capacity building efforts comprised a variety of strategies. After initial needs and strengths assessments, RDP combined individual technical assistance with a series of in-person workshops and webinars on strategic planning, evaluative thinking, and logic modeling to enhance community partners' strategic planning and evaluation capacities. The intent of these interventions was to increase the capacity of community partners to serve their respective communities as well as participate in a larger exchange of ideas and best practices with other domestic violence organizations. Capacity building activities included: (1) the community

¹ Data for this chapter are from project proposals, grantee and consultant reports and interviews, evaluations of and facilitator reflections on workshops and convenings, community partner responses to the BSAV Strong Field Project survey, and raw evaluation data from community partners.

partner Kick-off Convening (April 2012), second convening (May 2013), and final convening (December 2013), (2) two real-time strategic planning (RTSP) workshops (November 2012 and January 2013), (3) a “Becoming Evaluative” webinar, (4) three logic modeling workshops (February, March, and June 2013), and (5) an evaluative assessment workshop (February 2014).²

In-Person Convenings

I would say definitely the large group convening and the design of those was an effective strategy. It allowed us to teach and train and expose everyone to new ideas. It fostered dialogue among and across the organizations around the key questions, challenges, and opportunities within cultural competency. [It] gave us a platform for building relationships that allowed us to do deeper work with each individual organization.

— Liza Culick, RDP Consulting

Overall, community partners were eager to come together to learn from, with, and about each other. These gatherings fostered dialogue about cultural competency and offered real-world applications that community partners were able to take back to their organizations. This section describes feedback on the community partners’ experiences at the two full cohort convenings held since SPR’s April 2013 Mid-Project Evaluation Report.

**Exhibit IV-1:
Overall Convening Experience (4-point scale)**

	<u>May 2013 Convening</u>	<u>December 2013 Convening</u>
The facilitators were responsive to participant questions and feedback.	3.8	3.8
The overall content of the workshop was useful and relevant.	3.7	3.6
The session methods were appropriate and conducive to my learning and understanding.	3.7	3.6
Overall Average	3.7	3.7

² Although a total of eight trainings and convenings occurred during the BSAV Cultural Competency Project, this chapter focuses primarily on activities since the April 2013 Mid-Project Evaluation Report. Evaluation data for the February and March 2013 logic modeling workshops were not available in time to be included in the April 2013 Mid-Project Evaluation Report. These data, together with data from the June 2013 logic modeling workshop, May 2013 and December 2013 convenings, and February 2014 evaluative assessment workshop, are presented in this chapter.

On the whole, quantitative ratings from the training evaluations confirmed positive qualitative feedback. As summarized in Exhibit IV-1 above, training participants rated the convenings' facilitation highly (3.8 average out of 4.0). They also found the content useful and relevant (3.7 and 3.6), and the methods appropriate to their learning and understanding (3.7 and 3.6).

To ensure that convening content was accessible to all, RDP engaged Spanish and American Sign Language interpreters, and included Spanish-language evaluation forms for all events. As reported previously, the high level of commitment by both BSCF and RDP to practices that promote accessibility have been critical in promoting culturally competent and responsive capacity building and in garnering lessons on how to promote language access to all participants. The following comment underscores this point:

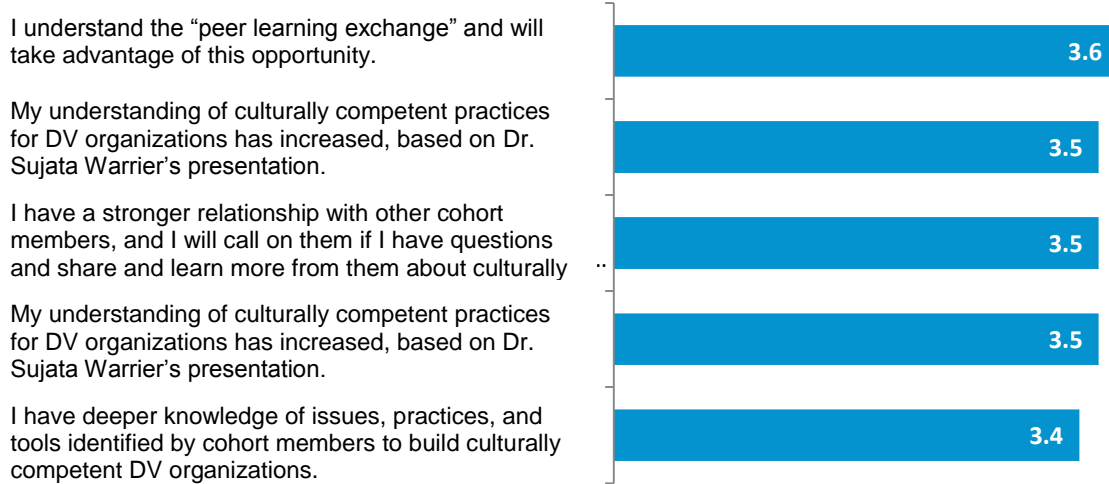
Our deaf staff felt tremendous support for communication access, including American Sign Language interpreters for each convening. This has long been a struggle for us as advocates and survivors—information and events are not often accessible. BSCF staff and contracted service providers went above and beyond to support DeafHope inclusion at events. At one point, this included feedback about certified but not qualified interpreters hired for a convening....Normally it is so difficult just to get ANY interpreter that we struggled: “Should we say something so that we could better participate, yet risk alienating those hiring interpreters as has happened in the past? Or make do with what was provided?” BSCF should be proud of the response to this issue—everyone listened carefully to our concerns and they were addressed immediately.

— Amber Hodson, Co-founder and Board of Directors, DeafHope

Feedback Specific to the May 2013 Convening

In the BSAV Strong Field Project (SFP) survey, 65 percent of community partners cited the May 2013 convening as one of the top three activities that had the greatest impact on them and their colleagues (second to the grants they received). It was the highest rated of the three in-person convenings. The major goals of this convening were to provide participants an opportunity to learn from Dr. Sujata Warriar about how to define and describe a culturally competent organization; explore issues, practices, and tools to help community partners build and maintain cultural competency in their organizations; promote and strengthen relationships among community partners; and review and launch the peer learning exchanges.

**Exhibit IV-2:
Accomplishment of May 2013 Convening Objectives (4-point scale)**



When asked what they liked best about the convening, participants specifically mentioned Dr. Sujata Warriar’s presentation and connecting with and hearing from their peers. Dr. Warriar provided participants with a common language to talk about cultural competency, and provided a fun, engaging, and safe space to discuss the challenges of community partners’ work promoting cultural competency. The Open Space technology³ worked well for peer-led discussion sections on topics of interest. Furthermore, having community partners lead workshops in which they shared innovations from their projects engendered in-depth discussions of batterers’ intervention programs, the role of the faith community in enabling or preventing violence against women in various communities, and involving men in anti-domestic violence work.

Feedback Specific to the December 2013 Convening

Although only 35 percent of respondents listed the December 2013 as one of the top three most impactful events of the initiative, overall ratings for the convening were consistently high, averaging 3.6 across all the objectives of the event (see Exhibit IV-3).

³ Open Space technology is a facilitation strategy in which meeting participants define the agenda.

**Exhibit IV-3:
Accomplishment of Final Convening Objectives (4-point scale)**



The biggest takeaway from this convening was the agreement among community partners that they were able to share some aspect of their program that informed other community partners’ work. Interestingly, however, they provided a slightly lower (though still positive) rating for the outcome objective around learning from other community partners to inform their work. Although these ratings are consistent with ratings on the same objectives from the Kickoff Convening, only 12 percent of survey respondents listed the Kickoff Convening as one of the top three most impactful events of the initiative. This rating differential indicates how highly community partners value two-way peer exchanges as a vital and ongoing priority—both the May 2013 and December 2013 Convenings allowed community partners to exchange real-time information about their projects, challenges, and successes.

Feedback on Individual Coaching

Community partners received individual coaching in a variety of areas that addressed their specific needs around cultural competence, either directly, such as in curriculum design, or indirectly, such as in addressing staff dynamics that hindered organizational and cultural competency capacity building efforts. RDP reported that some community partners were highly engaged with the technical assistance process; others ran the gamut from little to no engagement (particularly if they were working with non-RDP consultants) to mid-level engagement of RDP consultants as “thought partners” rather than as formal coaches. One consultant described the importance of the “dance” between targeted, one-on-one technical assistance and working with

grantees as a cohort, and explained that separately each approach had unique benefits, but combined, the two approaches were a “very effective” capacity building strategy.

Feedback on Workshops and Webinars

Results of RDP’s initial needs assessment, which relied on the JICCT assessment and site visits, identified a lack of readiness or capacity on the part of community partners to engage fully in organizational-level capacity building. Initial needs assessments also indicated community partner interest in support for strategic planning and evaluation, and a strong desire among cohort members to convene in person to share and learn from each other. RDP used these findings to design a number of training opportunities to meet community partners’ needs, and presented eight workshops and/or webinars throughout the course of the initiative. Here we describe the outcomes of the trainings and webinars that have occurred since SPR’s 2013 Mid-Project Evaluation Report.

**Exhibit IV-4:
Ratings of Capacity Building Facilitation and Methods (4-point scale)**

	February 2013 Logic Modeling Workshop (n=14)	March 2013 Logic Modeling Workshop (n=13)	June 2013 Logic Modeling Workshop (n=11)
Overall Workshop Experience			
The overall content of the workshop was useful and relevant.	3.6	3.6	3.6
The facilitators were responsive to participant questions and feedback.	3.6	3.8	4.0
The session methods were appropriate and conducive to my learning and understanding.	3.4	3.3	3.6
Outcome Objectives			
I have a better understanding of logic modeling.	3.3	3.5	3.8
I have started to think about how to use logic modeling to advance the work of my organization.	3.4	3.8	3.8
I know what tools/resources exist to assist me with logic modeling.	3.2	3.5	3.5
I know how to draw on the RDP team's support as I move forward.	3.5	3.7	3.5
Overall Average	3.4	3.6	3.7

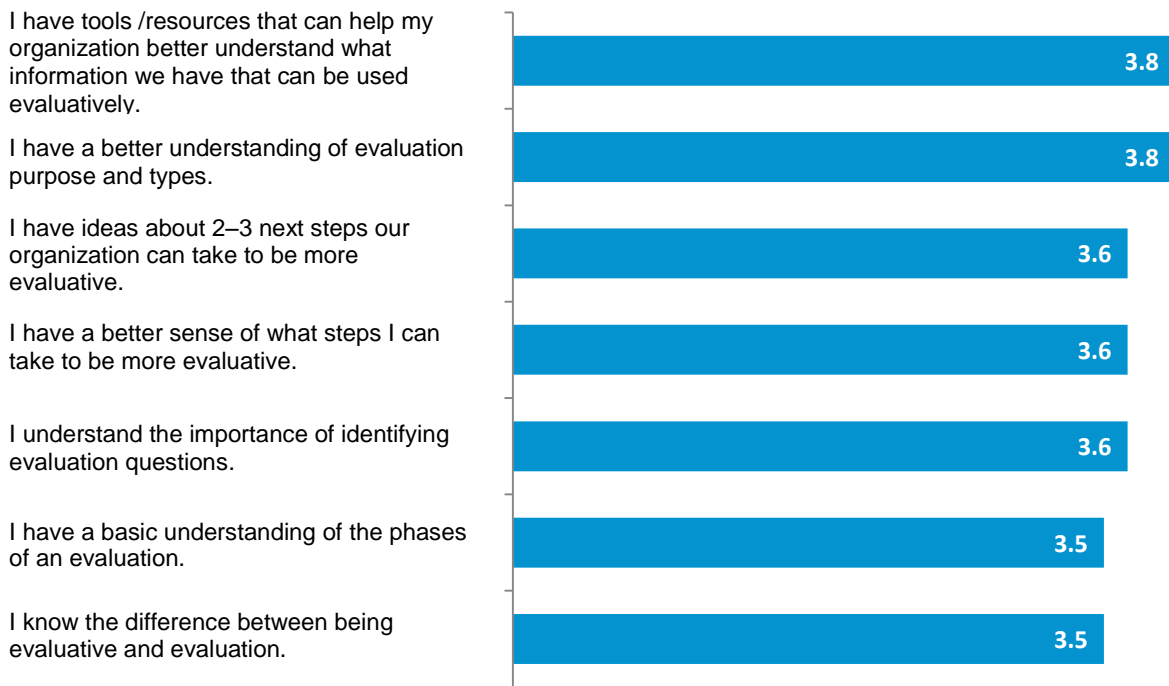
Feedback Specific to the Logic Modeling Workshops

In pre-initiative assessments, community partners, as a whole, scored low in program evaluation capacity. As such, the logic model workshops were designed to introduce them to logic models as an evaluative tool for sharing stories of impact. When asked what they liked best about the workshops, respondents indicated connecting with their peers, working and sharing with each other, and gaining new perspectives on the work were all valuable. They also appreciated the logic model creation exercise, which gave them an opportunity to present projects and share their stories “authentically and commandingly.”

Feedback Specific to February 2014 Evaluative Assessment Workshop

To further increase community partners’ evaluation capacity, RDP facilitated an evaluative assessment workshop in February 2014. This workshop introduced participants to the purpose, types, phases, and tools of evaluation, and guided them through the development of an evaluative assessment plan for their organizations. The workshop’s highest ratings (3.8 out of 4.0) pertained to participants’ improved understanding of the purpose and types of evaluation, and to their learning about the tools and resources that help organizations become more evaluative. The key takeaways of this workshop for community partners were a deeper understanding of why, how and when to engage in evaluative activity, as well as how to articulate the evaluative process to key stakeholders, such as boards, staff and local organizational chapters.

**Exhibit IV-5:
Ratings of February 2014 Evaluative Assessment Workshop (4-point scale) (n=8)**



RDP designed the initiative’s range of capacity-building activities to address key challenges identified in community partners’ initial strengths and needs assessments. Through individual coaching, exposure to strategic planning, logic model development, and evaluative activities and tools, community partners gained hands-on experience with methods and tools that strengthened their capacity and commitment to planning, assessing, and sharing the work they do to address domestic violence in diverse communities. Even though community partners were at varying levels of sophistication and capacity around organizational development, the workshops, webinars, and convenings brought them together to learn from and with each other, establish connections to help expand each agency’s outreach, and gain familiarity with tools and resources to further programmatic progress.

Outcomes of Capacity Building Efforts

The evaluation examined the two primary organizational-specific outcomes related to capacity building. This section describes the results of efforts specifically related to strengthened organizations illustrated by the blue bars in Exhibit IV-6 below.

**Exhibit IV-6:
Impact on BSAV Cultural Competency Outcomes**



Integration and Alignment of Organization-Wide Commitment to Prioritized Outreach Strategies

Survey results indicated 100 percent agreement from community partners that their cultural competency projects contributed to good or excellent impact on greater organization-wide commitment to outreach strategies for high-need underserved populations within their agencies. Organizational commitment took a variety of forms within and across agencies and included explicit actions—such as hiring and training of staff or the implementation of new programs or curricula—as well as more implicit actions, such as the provision of time and space to reflect on culturally competent practices. Exhibit IV-6 describes how community partner organizations developed or deepened their commitment to reaching and serving different populations.

**Exhibit IV-7:
Examples of Organization-Wide Commitment to Prioritize Outreach Strategies**

Outcome/Indicator	Program Examples	Organizational Impact
Internal space to develop CC practices.	Time and space to discuss prioritized outreach strategies through focus groups.	Strategizing to better support language advocates. (APIIDV)
New program/curriculum.	Increased number of women from diverse backgrounds engaging in Advocacy Training Program.	Graduates work with women from increasingly diverse backgrounds. (CABWHP)
Staff development.	Provision of peer counselors with additional ESL development and a 12-week course to better prepare them for	Improved outreach to Spanish-speaking recent immigrant women experiencing domestic violence.

Outcome/Indicator	Program Examples	Organizational Impact
	<p>outreach to Spanish-speaking recent immigrant women experiencing or at risk of experiencing domestic violence. Through staff development, the opportunity to better understand the diverse communities in which community partners work and to deepen trust, engaging community members on a deeper, more culturally appropriate level.</p> <p>In-house cultural trainings on how to engage and better serve high-need, underserved populations.</p> <p>Three-month intensive ESL course for staff and leadership on vocabulary and grammar development as well as how to give presentations about the organization in English; engagement in continuous professional development opportunities for volunteers, board members, and staff to promote culturally competent practices.</p>	<p>(MUA)</p> <p>Community partner now seen as the go-to domestic violence organization in the community. (Casa)</p> <p>Strengthened connections with the Black Muslim community. (WC-YFS)</p> <p>Strengthened advocate program to expand language and cultural access. (AWS)</p> <p>Improved delivery of services for Latina recent immigrant population. (MUA)</p>
Committee development.	Establishment of Community Accountability Forum to engage community members; development of culturally sensitive public service announcements.	Opportunity for voice and public forum for deaf women of color. (DeafHope)
Outreach plan development for partners.	Technical assistance and coaching to three partner agencies on developing plans for outreach and education in their communities.	Outreach strategies for Latina recent immigrants in different regions of Southern California. (ELAWC)
Capitalization on cultural competence learning opportunities.	Recognition of an African American funeral as a learning opportunity for staff to discuss variations in cultural traditions.	Utilization of various cultural events as cultural competence learning opportunities for staff. (Interval House)
Leadership development.	Leadership development of staff, providers, and clients from Tribal communities; provision of cultural competence training to experts from the CA Department of Social Services (attorneys, policymakers, and welfare analysts).	Recognition of partnership through Tribal community's no cost, in-kind investment in training facility, lunch, equipment, etc. (ITCC)
Commitment to serving target underserved population preceded BSAV CC Project.	Focused efforts on engaging faith community as new segment of existing target community; coordination of two clergy conferences in the Korean community.	More strategic prioritized outreach strategies. (KFAM)
Continued focus on high-need, underserved	Plans to focus on a different high-need, underserved community each year.	Effective outreach to the Pacific Islander community through engagement of Pacific Islander

Outcome/Indicator	Program Examples	Organizational Impact
populations.		leaders in the community. (MSH)
Partner agency staff development.	In-house cross-training for staff from non-Tribal communities at partner agency to better equip them to provide services to Tribal communities; updates to shelter lobby to be more reflective of Tribal communities.	Increased ability of partner agency to serve women from Tribal communities; more visually inviting shelter for clients from Tribal communities. (RHS)
Organizational commitment to continue cultural competence work.	Organizational commitment to use Promotoras program to reach Latino/a communities.	Targeted outreach to Latino/a communities via Promotoras model. (VyC)

Community partners that described the smallest increases in organizational-wide commitment to cultural competency work were those that were highly engaged in the work prior to the initiative (e.g., culturally specific advocacy and culturally specific domestic violence organizations) and mainstream organizations that did not have buy-in or support at the executive leadership level. Consequently, organizations that showed the greatest gains in commitment to cultural competence work were those that focused on staff development of cultural competence-related skills.

Stronger Plans and Infrastructures in Place that Support Cultural Competence Practices

Survey results indicated 88 percent agreement from community partners that the BSAV CC Project contributed to a good or excellent impact on stronger plans and infrastructures to support culturally competent practices (e.g., hiring, retention, personnel, and professional development) in their organizations. Three community partners reported that they already had strong cultural competence infrastructures in place but nevertheless increased this strength through the initiative. Only one community partner noted little progress regarding cultural competence policies and practices due to lack of buy-in from their board.

Exhibit IV-8: Examples of Stronger Plans and Infrastructures That Support Cultural Competence Practices

Outcome/Indicator	Program Examples	Organizational Impact
Theory of change development.	Finalized organizational theory of change.	Ability to articulate their work in a manner that will help people understand a different way of thinking about cultural competency. (APIIDV)
Integration of a DV focus into a long-standing program.	Continued focus on domestic violence in Advocacy Training Program supported by the hire of a graduate as program coordinator	Program graduates and staff are up to date on domestic violence issues, which helps staff be more

Outcome/Indicator	Program Examples	Organizational Impact
	who will stay once the grant ends.	effective in this area. (CABWHP)
Stronger in house expertise to build internal cultural competency.	Organizational shift from occasional trainings to reliance on staff members training each other from their own cultures.	Ability to show the communities in which they work that all staff are culturally competent and can work within any community (i.e., they are not just deploying ethnically similar staff to work in certain ethnic communities). (Casa)
Increased access into communities to hire.	Staff hires from the communities in which the organization wishes to work.	Access to new communities and to staff's cultural learning about the South Asian, Indian, and Hmong communities. (CCS)
Building a collective leadership focus with a focus on cultural competence.	Continued cultural competency work through Strategic Planning Team; increased and continued training on cultural competence and recent immigrant refugee populations by leveraging staff and volunteers; shifted towards a collective leadership model.	Engagement in the community in a different way: Collective leadership model includes community as part of organizational leadership structure. (Deaf Hope)
Strengthened service provision platform.	Hiring of first domestic violence program coordinator who focused solely on providing domestic violence services; participation in trainings through the Domestic Violence Response Network; creation of support group for Korean domestic violence survivors.	Incorporation of trauma-informed care into organizational practices and infrastructure. (KFAM)
Strategic plan.	Development of organization's first cultural competency plan to document culturally competent practices.	Cultural competency as an integral part of organizational practices. (MSH)
Standing structure for strategic plan/cultural competence review.	Formation of Cultural Competency Committee to ensure responsiveness of organizational policies; provision of in-house cultural competency training; integration of community assessment priorities into organization's three-year strategic plan.	Revised personnel policies to reflect holidays and bereavement leave that encompass non-western traditions and definitions of family. (WC-YFS)

Community partners that showed the most movement regarding stronger infrastructures to support cultural competency work were mainstream domestic violence organizations that had strong partnerships or buy-in with the communities they wished to serve. Additionally, culturally specific domestic violence agencies with the capacity to work with consultants on internal processes and policies (e.g., strategic plans and theories of change), and culturally




specific advocacy organizations that were able to leverage grant funds into sustainable domestic violence staff positions, also experienced stronger infrastructural support for cultural competence-specific domestic violence work than other community partners in the cohort.

Innovative Strategies for Increasing Organizational Capacity

Community partners engaged in a variety of strategies to increase organizational capacity to provide culturally competent responses to domestic violence in underserved populations. These strategies ranged from organizational assessment to community assessment and engagement, to working in partnership with social, legal, and cultural agencies. Community partners often used multiple strategies to enhance their ability to provide culturally competent outreach, service, and internal operations. While many of the organizational capacity building strategies employed by community partners were not innovative to the advocacy or domestic violence fields in and of themselves, community partner approaches to extending their own cultural competence capacity achieved several innovative outcomes for the organizations. Primary among these were results in strengthening cultural competence in domestic violence service provision, expanding and diversifying entry points for access to domestic violence services, and supporting community responses to domestic violence. The key capacity building strategies for increasing organizational cultural competence are presented in Exhibit IV-9.

Exhibit IV-9:

Innovations in Organizational Capacity Building for Cultural Competency

Strengthening CC DV Service Provision 	Diversifying DV Service Entry Points 	Supporting Community Responses to DV 
<ul style="list-style-type: none"> • Conduct internal program assessments for culturally competent practices in language access and volunteer training • Hire diversity trainers/advocates and/or bilingual, bicultural staff experienced with domestic violence service provision • Require advisory teams to complete domestic violence training 	<ul style="list-style-type: none"> • Hold forums in high schools to increase numbers of survivors from different populations seeking services • Conduct needs and strengths assessments in target community • Form a community advisory board to assess and strategize outreach to target communities • Recruit and train women from target community as certified domestic violence counselors • Develop comprehensive organizational cultural competence plans 	<ul style="list-style-type: none"> • Hold regional convenings to build the capacity of target communities to address domestic violence • Conduct regional trainings for community health clinics on culturally competent domestic violence practices that address culture, social/community norms, public policies and legislation, litigation and judicial reform, and civic, social, and economic rights related to target communities • Provide cultural competence training for domestic violence staff and partner agencies • Ensure that training curricula address cultural norms around domestic violence

Challenges and Lessons Learned

It's not just what the consultants can do. There has to be a readiness and capacity and willingness on the part of the community partners, and so they have to come with that, and you have to be ready to receive them whatever way they come. But if they don't come, you can't make them come.

—Jara Dean-Coffey, RDP Consulting

A number of challenges and lessons emerged around efforts to increase culturally competent outreach strategies and organizational commitment to cultural competency. These centered around the ability and readiness of community partners to engage in capacity building and the ability of RDP to meet community partners where they were at in their willingness and capability to take advantage of technical assistance opportunities.

Factors That Inhibited Capacity Building Efforts

Many of the inhibiting factors encountered in this initiative are consistent with findings across multiple capacity building evaluations. Primary among them are limited time and funding to engage in capacity building work, organizational instability fueled by high staff and/or executive leadership turnover and internal politics, and a lack of institutional or executive leadership support for capacity building work:

- **Limited time and capacity to engage in capacity building.** Competing demands, limited staff to focus on capacity building, and an inability to carve out time for the work prevented some community partners from taking full advantage of the technical assistance offered.
- **High turnover within grantee organizations.** Leadership and staff transitions limited or crippled the ability of at least five community partner agencies to engage in capacity building. Staff transitions impacted their ability to focus on cultural competency projects and, with each leadership transition, relationships with consultants and institutional memory had to be built from the ground up.
- **Internal politics and staff dynamics.** Internal power struggles and staff discord limited the ability of some organizations to focus on capacity building efforts. In these cases, RDP consultants worked with them on internal team building before addressing other capacity building needs.
- **Lack of institutional buy-in and support for capacity-building.** If key personnel did not have the time or interest to work with project leaders to implement capacity building efforts, projects progressed slowly or not at all.

Inhibiting factors that were unique to organizations doing cultural competency work on domestic violence revolved around issues of trust, application of mainstream capacity building models in

culturally specific organizations, and the compartmentalization of cultural competency work and staff:

- **Lack of trust.** Some community partners with limited or negative experiences with consultants were initially distrustful of RDP, which affected their ability to engage in capacity building activities. RDP consultants had to allow time to build relationships with these partners in order to move forward with the work.
- **Use of mainstream models.** Community partners that represented culturally specific organizations expressed frustration with the use of mainstream capacity building models. The real-time strategic planning framework, for example, which is based on a White male-dominant paradigm, did not resonate with a number of the culturally specific community partners. The exploration and presentation of capacity building models that address the unique factors of culturally specific organizations and the populations they serve would garner more traction with organizations doing domestic violence work in ethnic-specific communities.
- **Siloing of cultural competency work.** Organizations that compartmentalized cultural competency work into a single staff member's role experienced severe interruptions in their cultural competency work when that staff member left the organization.

Factors That Facilitated Community Partner Engagement in Capacity Building

- **Staff members' welcoming attitudes toward improving themselves and their organization.** Institutional support and buy-in from leaders motivated staff engagement. Organizations with disengaged executive leadership or board members faced greater challenges to moving their projects forward
- **In-person convenings.** RDP noted that the in-person gatherings provided grantees with the opportunity to see the potential benefits of capacity building work. Community partners repeatedly said they appreciated learning from, with, and about each other at workshops and convenings. This led to an increased interest in peer exchanges and sharing of tools, which are discussed in more depth in Chapter V.
- **Consultant flexibility.** RDP underscored the importance of being flexible when providing technical assistance services to organizations and not approaching capacity building with a "one size fits all" model.

Lessons Learned About Capacity Building Efforts

During the course of the grant, a number of lessons emerged around supporting capacity building efforts. These lessons indicate the importance of timing, assessment, relationship building, information sharing, and flexibility with the process:

- **Allow time for relationship and trust building.** It was clear that building relationships and setting guidelines and norms with community partners within a month after the grant's launch were important aspects of capacity building efforts.

RDP consultants reported deeper engagement from community partners with whom they had had the time to build trust and let the partner get to know them.

- **Conduct organizational assessments early in process.** RDP recommended launching JICCT or other strengths and needs assessment as soon as grant awards are made. This will allow organizations to set goals and develop action plans, and allow consultants to design trainings to address identified goals.
- **Require technical assistance with organizational development.** It is important to either commit community partners to organizational development work with technical assistance required, or develop a menu of technical assistance options with a list of recommended consultants. This would provide a stronger structure for technical assistance utilization and ensure consistent capacity building efforts across an initiative.
- **Remain flexible throughout the process.** Organizational capacity building requires understanding that organizations have different needs, capacities and infrastructural supports. Discarding a “one size fits all” model and being able to be flexible provides a variety of different opportunities for organizations.

Overall, community partners that exhibited the most success throughout the initiative were those that had a long history in and strong connections to the communities in which they worked, had the support of executive leadership and boards of directors, and/or were organizationally stable in terms of staffing. Capacity building efforts that had the most traction with community partners tended to be in-person gatherings (workshops and convenings), one-on-one organizational coaching, and flexible, unique approaches to each community partner’s capacity building efforts.

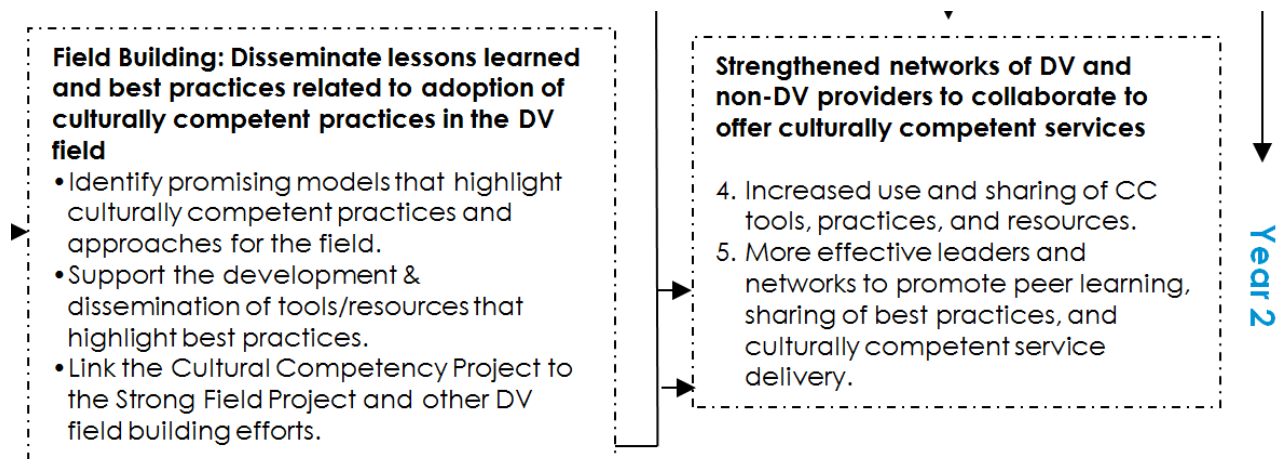
V. BUILDING NETWORKS AND THE FIELD

These opportunities for programs to connect with one another are so valuable, informative, uplifting, and appreciated. There are not enough opportunities and not enough time....Smaller convenings allow for more depth in developing relationships and in discussion, and site visits even more so.

—Peer Learning Exchange participant

The BSAV CC Project is undergirded by the assumption that stronger collaboration between domestic violence and non-domestic violence organizations will result in a more connected and culturally competent response to domestic violence. In addition to providing grant support and building the capacity of community partners, the BSAV CC Project identified the importance of disseminating learnings and best practices that promote the adoption of cultural competence practices in the domestic violence field. A key outcome, which is explored in this chapter, is “strengthened networks of domestic violence and non-domestic violence providers to collaborate to offer culturally competent services.” In addition, this chapter describes the extent to which the BSAV CC Project has contributed to (1) more effective leaders and networks to promote peer learning, sharing of best practices, and culturally competent service delivery, and (2) increased use and sharing of cultural competency tools, practices, and resources.

**Exhibit V-1:
BSAV CC Project Field Building Strategies and Outcomes**

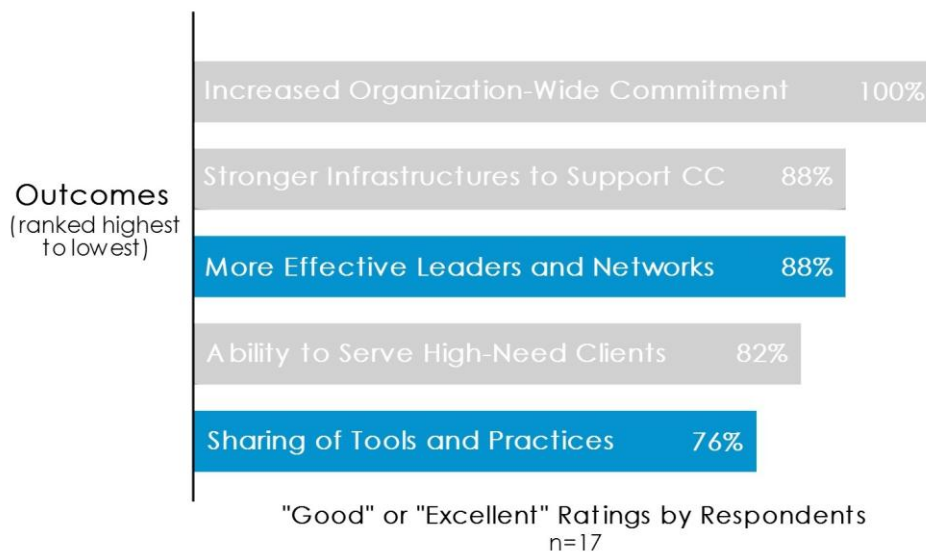


Networking and collaboration among domestic violence providers and organizations with a culturally specific focus are rare, in part because organizations and leaders often work in isolation and compete with one another for funding in a resource-scarce environment. The portion of the logic model shown in Exhibit V-1 above reflects the need to focus BSAV CC Project resources in the short term on increasing community partners’ capacity for peer exchange and networking, as this is a prerequisite to a broader focus on field building. Although RDP and BSCF felt that field building was too ambitious a focus for a two-year pilot project with finite resources, there was a sense that the BSAV CC Project was going to generate new understanding of innovative strategies for engaging priority populations and would lay the groundwork for the dissemination of lessons learned to the broader field. Given this lack of explicit emphasis on field building, it was not surprising that in our interviews with them, four of five field leaders (80 percent) could not speak to how the BSAV CC Project had made contributions to the domestic violence field in California.

Strengthened Networks to Collaborate

Overall, the BSAV CC Project appears to have had a strong effect on strengthening networking around cultural competency topics. When asked, 88 percent of community partners felt that their participation in the project had an “excellent” or “good” impact on creating more effective leaders and networks to promote peer learning, sharing of best practices, and culturally competent service delivery (see Exhibit V-2). Further, 76 percent of community partners reported the BSAV CC Project had an “excellent” or “good” impact on the increased use and sharing of cultural competency tools, practices, and resources.

**Exhibit V-2:
Impact of BSAV CC Grant on Cultural Competency Outcomes (Networks)**



Building Networks and Partnerships

To understand partnerships over time, the evaluation compared connections among community partners and their connections to the broader field at the midpoint and near the conclusion of the BSAV CC Project. Partnerships among organizations were characterized as being at one of three increasingly integrated levels: *networking*, *coordination*, or *collaboration*. Drawing on surveys, interviews, and grant reports, our analyses revealed expanding and deepening connections between domestic violence and other organizations over the course of the BSAV CC Project.¹

Partnerships Among Community Partners

Connections among community partners increased at all levels in the second year of the project. In the maps displayed in Exhibit V-3, gray dots represent broad-based domestic violence community partners, blue dots represent culturally specific domestic violence community partners, and yellow dots represent culturally specific advocacy organizations. Key findings include:

- **Most community partners at least occasionally communicate and have “loose” partnership roles.** Connections among community partners ranged from co-membership in large coalitions, such as the California Partnership to End Domestic Violence, to the provision of hands-on training to each other. By the end of the BSAV CC Project, community partners reported almost 70 percent of all possible connections, reflecting increases in all levels of collaboration through their grant work, Peer Learning Exchanges, and convenings and evaluation events.
- **Culturally specific domestic violence organizations continue to play a central role.** At the conclusion of the project, as at the midpoint, the most central organizations in the network of community partners have continued to be the culturally specific organizations, particularly My Sister’s House, Casa de Esperanza, and Asian Pacific Islander Institute on Domestic Violence. As the convener of the Fostering Cultural Competency Project, My Sister’s House brought together broad-based domestic violence organizations like the Women’s Center–Youth and Family Services, as well as other culturally specific domestic violence organizations like Casa de Esperanza, with organizations from outside the BSAV CC Project, to develop the capacity for cultural competency to serve Asian and Pacific Islander women. Through their collaborative work with My Sister’s House, both Women’s Center–Youth and Family Services and Rural Human Services developed a central role and are poised to take the knowledge gained through the project and share it with other mainstream domestic violence organizations in the field.

¹ To fully capture partnerships and collaboration, we triangulated data from a network survey with interviews, site visits, interim reports, and final reports (where available).

- **More community partners are engaging in deeper collaboration with each other.** In the second year of the project, several community partners without connections to their cohort members developed strong ties. From the midpoint to the end, the number of deeper collaborations reported nearly doubled, and only two community partners (DH, CSS) did not report collaborating with other grantees. Reflecting on the powerful connections and potential for future collaboration developed through the peer exchange, a representative of one community partner said:

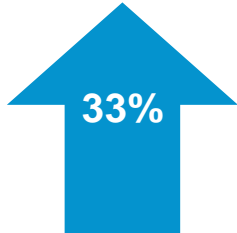
And that's why I think the peer exchange was so powerful with us—because [ITCC] was in all those meetings with us. But after we did our peer exchange, we're the best of friends. If we wanted to do something different, or, say, some opportunity came up to do some sort of cultural exchange between Native Americans and the Black community, we would definitely call on our friends in the Inter-Tribal.

- **Community partners that participate in the Strong Field Project are at the center of the network.** At the end of the grant, as at the midpoint, community partners who also participated in the major BSAV project, the Strong Field Project (SFP), have continued to occupy key locations in the community partner network at all levels (e.g., APIIDV, RHS, MSH, Casa), from *networking* to *collaboration*. Moving forward, these grantees have the potential to play a key role in disseminating cultural competency innovations beyond the BSAV CC Project to the broader anti-domestic violence field in California. (See Exhibit V-4.)

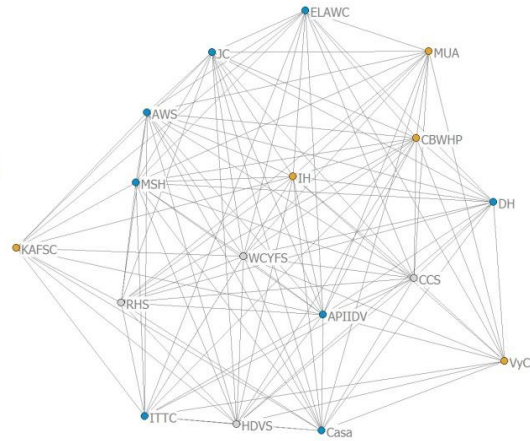
While community partners showed significant increases in their partnerships in the second year of the grant, room for improvements and questions about long-term sustainability remain. Perhaps most importantly, *without continued support for cultural competency work around issues of domestic violence, how will culturally specific advocacy organizations remain engaged, given their locations on the periphery of the community partner network?*

Exhibit V-3: Increased Partnerships Among Community Partners

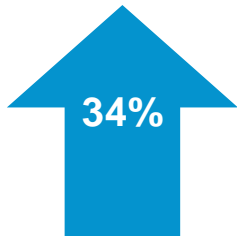
Networking



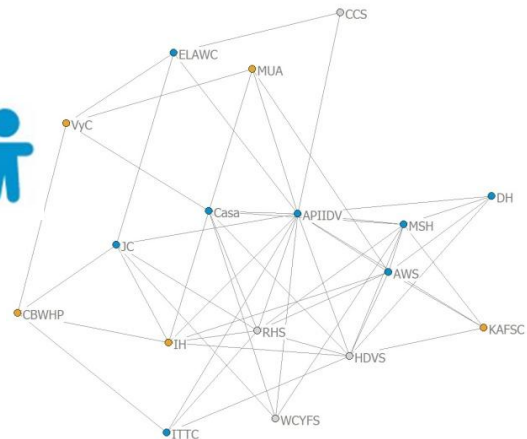
Increase in community partners being aware of each other, having loose partnership roles, and occasionally communicating



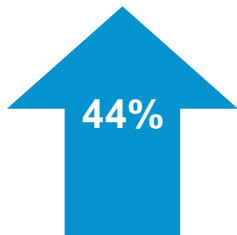
Coordination



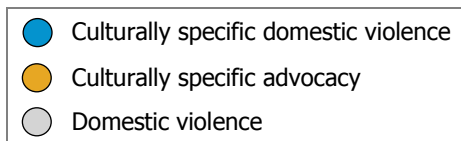
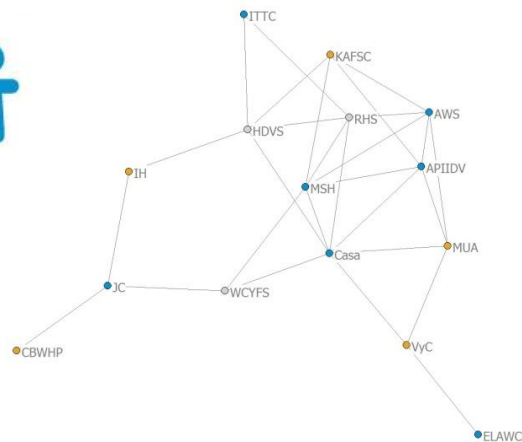
Increase in community grantees providing information to each other, and having define partnership roles, forma communications, and some shared decision-making



Collaboration



Increase in community grantees sharing ideas and resources, frequently communicating, and engaging in joint decision making



Partnerships Around Cultural Competency Work

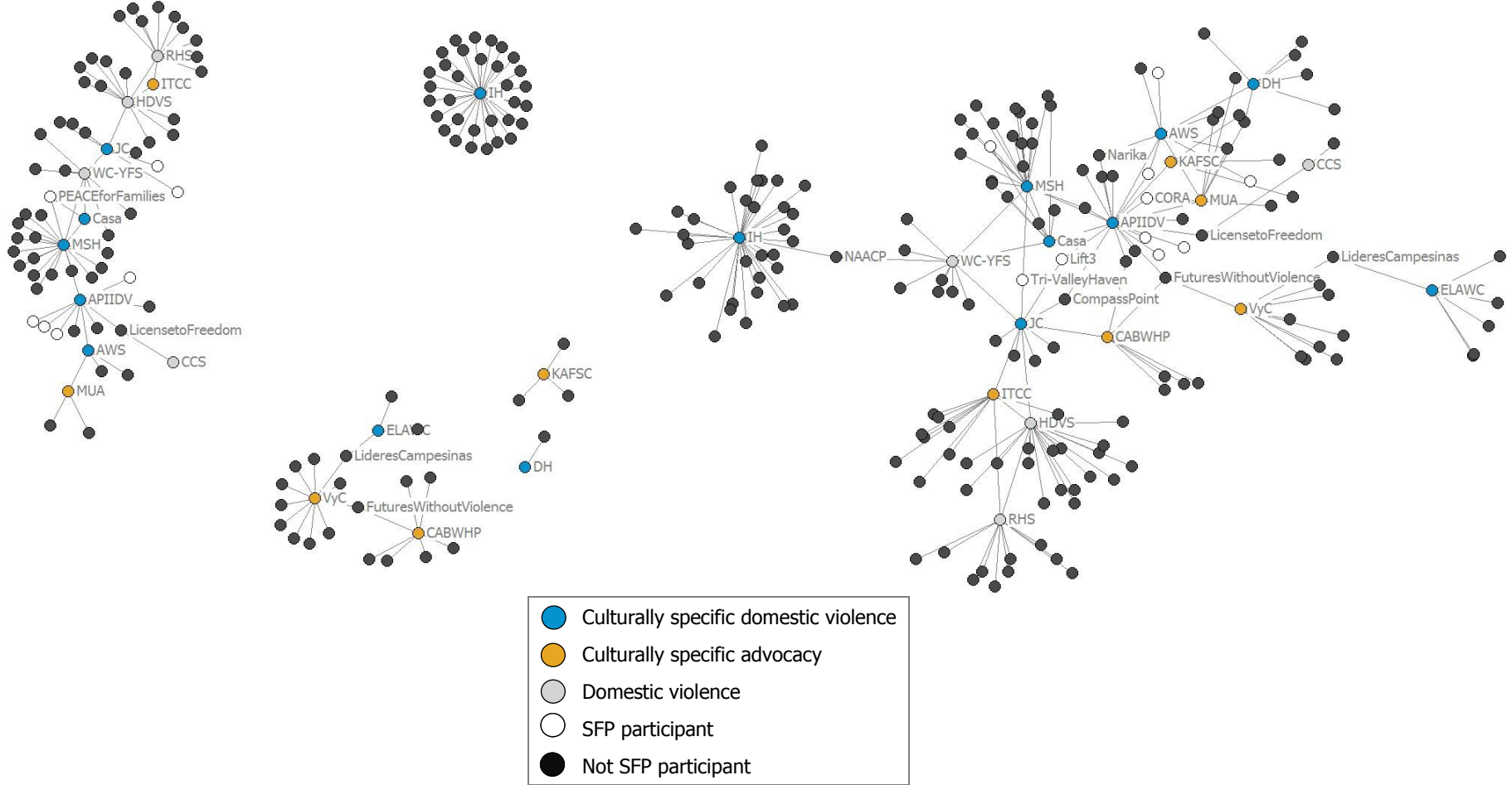
During the second year of the grant, partnerships around cultural competency work also expanded, reflecting the progress of grantees in engaging other partners. Overall, the network of community partners and their partners doing cultural competency work evolved from a disconnected and fragmented group into a more integrated and interconnected network, as shown in Exhibit V-4. Findings at the end of the grant include:

- **All of the community partners are connected to each other**, either directly or through shared partners in their cultural competency work. At the midpoint of the grant, our analysis showed that many community partners did not share common partners or engage many (or any) other community partners around their cultural competency work. By the end of the grant period, many more community partners reported working with each other or with shared partners, revealing a stronger and more resilient cohort of grantees. Including all levels of collaboration, the number of connections around cultural competency work doubled among community partners and nearly doubled (82 percent increase) when all partners are included. The increased number of connections around cultural competency work can be credited to the BSAV CC grants, RDP-sponsored networking activities, and Peer Learning Exchange support, all of which are discussed in greater depth later in this chapter.
- **Grantees are connected through a range of shared partners**, most of whom are active in the domestic violence field. Examples of domestic violence-related organizations that connect grantees around cultural competency work include Community Overcoming Relationship Abuse, Tri-Valley Haven, Valley Crisis Center, Futures without Violence, and Institute on Domestic Violence in the African American Community. Shared partners external to the domestic violence field include the NAACP, Lideres Campesinas, License to Freedom, and the Humboldt County District Attorney's office. The diversity of the other partners, ranging from national umbrella organizations to local law enforcement, reflect the community partners' progress in engaging and learning from other organizations.
- **Many community partners are engaging organizations from outside the domestic violence field.** Although shared partners are often established organizations in the domestic violence field, community partners are also working with diverse partners and non-traditional allies to further their work. Several grantees engaged religious groups in their work, including forging partnerships with Korean faith leaders and churches (KFAM) and developing connections with black churches and mosques (WC-FYS). In the second year of the grant, other community partners began building the foundation for deeper collaboration with organizations with more male participants, including the African American Community Concerned (IH) and the National Compadres Network (VyC).

Exhibit V-4 Changes in Interactions and Partnerships Around Cultural Competency Work

At Mid-Point of CC Grant
(February 2013)

Towards Conclusion of CC Grant
(May 2014)

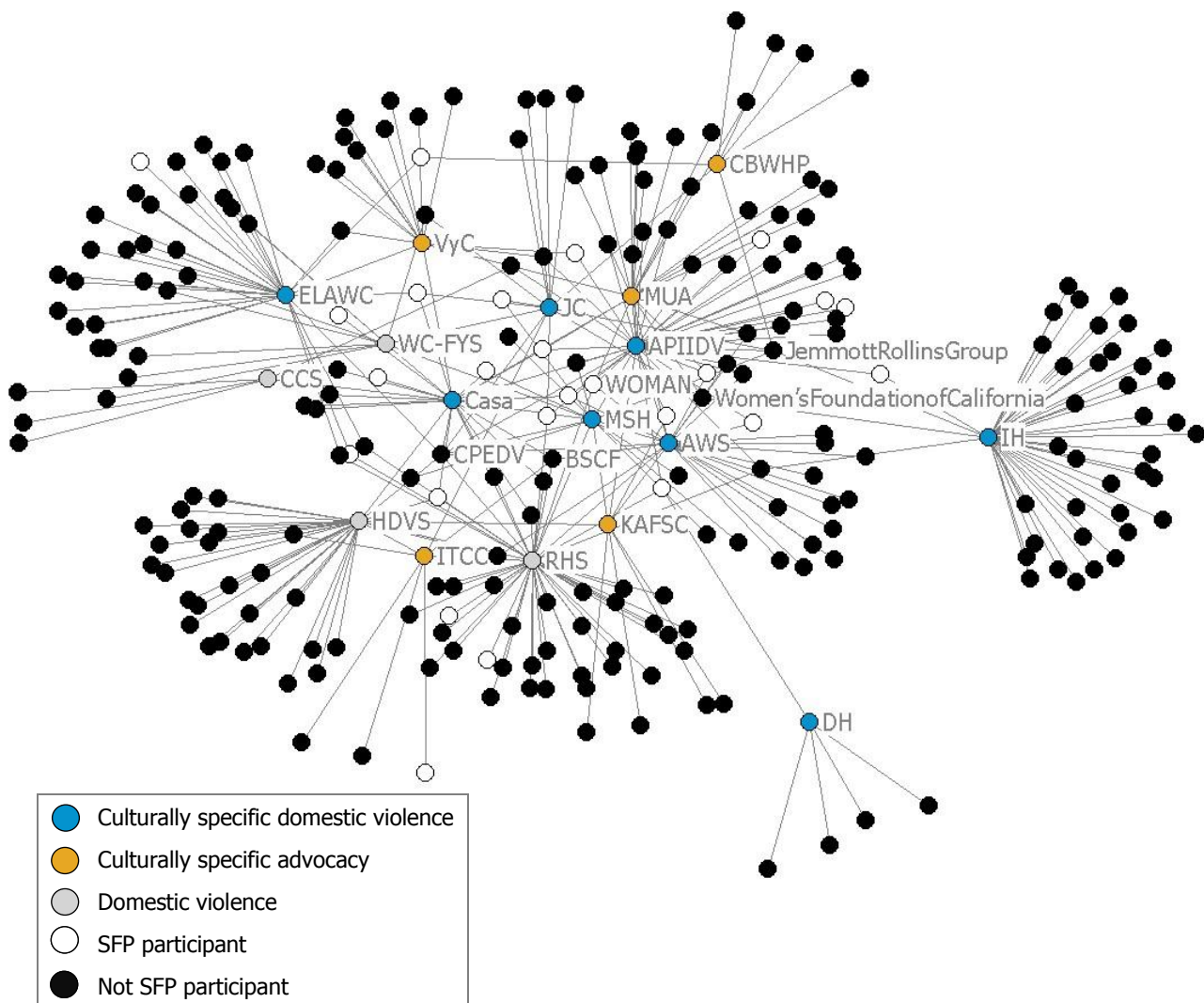


Note: While these comparison maps include relationships from networking to more collaborative levels, most of the relationships included were more collaborative in nature.

Connections to the Broader Field

Towards the conclusion of the BSAV CC Project, changes in connections between community partners and the broader field reflected patterns similar to those highlighted in the previous sections. Within the larger field maps, culturally specific domestic violence organizations and participants in the Strong Field Project continued to play a critical role in connecting community partners. In general, community partners reported deeper levels of collaboration with more organizations than at the midpoint of the project. In 2012, there were just over 200 collaboration ties; this increased to over 350 ties by the end of the project.

Exhibit V-5: Collaboration Among Community Partners, SFP, and the Broader Field²



² Only nodes with 4+ shared connections are labeled.

The number of shared partners also increased. Excluding community partners, the number of organizations identified as collaborators by three or more community partners more than doubled, from six to 14 organizations, and included funders (Blue Shield and the Women’s Foundation), intermediaries and technical assistance providers (JRG, CompassPoint, RDP), the California Partnership to End Domestic Violence, and a other organizations that have been key participants in the Strong Field Project (e.g., Woman, Inc., Family Violence Law Center, and Rainbow Services). While community partners reported a greater number of shared collaborators, they also continued to bring in their own diverse networks, as evidenced by clusters around community partners like Interval House, Humboldt Domestic Violence Services, and East LA Women’s Center (see Exhibit V-5 above). These findings suggest that the community partners are not only contributing to greater collaboration among key players in the anti-domestic violence field but they also continue to bring in their own diverse networks through their work.

Innovations in Collaboration and Networking

Across the community partners’ grant work, innovative practices around collaboration and networking developed from the BSAV CC Project. Specifically, as highlighted in Figure V-6, three key innovative practices emerged.




- **Community partners facilitated connections and networked with leadership in the field.** Taking different approaches, community partners engaged leaders in their local communities. For example, the Asian Pacific Islander Institute on Domestic Violence connected and supported nine Asian/Pacific Islander immigrant and refugee leaders across the state, who in turn conducted regional convenings and trainings to build the capacity of immigrant organizations to address domestic violence in their own communities. Likewise, Casa de Esperanza staff recruited 25 female students from the South East Asian Girls’ Clubs at two high schools to work on campaigns to bring awareness to domestic violence issues.
- **Community partners strengthened domestic violence networks.** Other community partners invested energy and resources in developing and strengthening domestic violence networks as well as connecting to existing networks. For example, Interval House convened the full membership of the African American Network for Violence Free Relationships at least 10 times to encourage ongoing recruitment of members, increase collaboration, and attract new stakeholders. And, as part of their grant work, the Korean American Family Service Center assembled the Korean Domestic Violence Response Network, comprising four Korean/API domestic violence service providers, to create a cohesive and integrated system of care for underserved Korean domestic violence victims. Examples of community partners who worked to engage existing networks include (1) Mujeres Unidas y Activas’ collaboration with La Red

Latina, a collaboration of more than 30 San Francisco Bay Area organizations (domestic violence and otherwise) that provide services to the Latino community and (2) Vision y Compromiso’s developing partnership with the National Compadres Network, an organization dedicated to the “reinforcement of the positive involvement of Latino males in the lives of their families, communities, and societies.”

- **Community partners promoted collaboration among providers.** A third approach to fostering networks and integration was to promote collaboration among service providers. For example, Rural Human Services laid the groundwork for launching an advocate ride-along program with law enforcement officers to strengthen partnerships and integrate services for clients. As part of their grant work, Mujeres Unidas y Activas met with several domestic violence shelters and organizations to expand their Peer Advocate model throughout the Bay Area. Finally, according to one community partner, the Fostering Collaboration Project, while focused on building cultural competency to serve Asian/Pacific Islander women, also led to increased collaboration among project partners in terms of client services:

Our shelter manager and their shelter manager met to discuss a shared client and do some follow-up and discuss the next steps together. That’s the kind of power this grant had....As a result of this grant, we decided to work with Empower Yolo on sexual assault cases together, and we had not been doing that before.

**Exhibit V-6:
Innovations in Networking and Collaboration**

<p>Facilitating Networked Leadership </p> <ul style="list-style-type: none"> • Recruit and develop leadership capacity of members and survivors • Use train-the-trainer models to expand leadership capacity • Bring together community leaders for convenings and trainings 	<p>Strengthening DV Networks </p> <ul style="list-style-type: none"> • Identify and engage networks working in related fields • Take a leadership role in convening existing DV coalitions • Form new networks to integrate services for underserved groups 	<p>Promoting Collaborative Learning </p> <ul style="list-style-type: none"> • Pair culturally specific DV providers with mainstream DV providers to promote cross-cultural learning • Create the space for culturally specific providers to share innovative practices
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Increased Use and Sharing of CC Tools and Resources Among Domestic Violence Organizations

In addition to creating the opportunity to connect those experienced or interested in cultural competency work, the BSAV CC Project enabled sharing of best practices and innovations that

arose from the community partners' efforts. Throughout this report, we have highlighted promising and innovative service models, approaches, tools, and organizational practices developed and practiced by the BSAV CC Project community partners. Given the level of interest they expressed in sharing and learning from each other, it seems that there is great potential for replicating these tools and resources for the broader domestic violence field in order to build providers' cultural competency and transform service delivery for survivors.

Cultural Competency Tools, Approaches, and Resources Shared

A number of culturally competent models, tools, and resources garnered interest for further learning among community partners and their partners. For example, as highlighted in Chapters II and III, community partners reported sharing approaches to promoting survivor leadership, such as the 10x10x10 grassroots movement building and engagement approach of the Asian Pacific Islander Institute for Domestic Violence, the inclusive leadership and engagement style at My Sister's House, Inter-Tribal Council of California's tribal engagement framework that engaged stakeholders early in shaping program design, and East LA Women's Center's model for training its partners and its Promotoras in their antiviolence curriculum.

Further, as discussed in Chapter IV, the community partners' work has surfaced approaches to building service, staff, and organizational cultural competency. Community partners expressed interest in tools that (1) strengthen cultural competency in domestic violence service provision (internal assessments, staff trainings for staff for deeper understanding of underserved, communities, models of best practices, and staffing), such as at Casa de Esperanza, My Sister's House, and Mujeres Unidas y Activas, (2) expand and diversify entry points for domestic violence services (ability to do more outreach as an organization), and (3) support community responses to domestic violence but with a focus on organizational development, such as Inter-Tribal Council of California's model, which supports training of other organizations on this content. Together, these tools and approaches hold promise for dissemination beyond this cohort of grantees to build the field's capacity around culturally competent domestic violence services.

Method of Sharing

Community partners' methods of sharing took many forms—from conferences and meetings, to trainings and workshops, to dissemination of specific materials. While one-time conferences reached the greatest number of participants, sharing through a series of trainings and workshops allowed for deeper engagement with the subject matter to enable adoption of culturally competent practices and services. It is clear that, given the complexity of cultural competency issues, in-person engagement was preferred over more passive or virtual sharing. Exhibit V-7 below illustrates the many ways in which sharing took place. A number of community partners

shared concrete materials with partners, either by developing their own materials (ITCC) or by screening available materials to share with their partners and communities (IH).

**Exhibit V-7:
Examples of Content Shared and Methods of Sharing**

<p>Trainings and workshops</p> 	<ul style="list-style-type: none">• Asian and Pacific Islander Institute on Domestic Violence: Introduced the 10x10x10 movement building, which provided grassroots training to engage survivors and built their capacity• DeafHope: Trained Deaf Counseling Advocacy and Referral Agency (DCARA) staff; provided tools• East Los Angeles Women’s Center: Conducted two conferences on the <i>Promotores Contra la Violencia</i> Curriculum; received requests to put on other trainings• Korean American Family Services: Led a workshop for BSAV CC on engaging men; provided tools
<p>Conferences, convenings, and meetings</p> 	<ul style="list-style-type: none">• Mujeres Unidas Y Activas: Si Se Puede conferences provided informational resources/workshops to over 200 people and 25 organizations• My Sister’s House: Stepping Stones conference allowed over two dozen domestic violence organizations to (1) learn how different domestic violence shelters address cultural competency, (2) understand the nuances of working with API communities, and (3) identify ongoing steps to improve a domestic violence organization’s cultural competency plan
<p>Materials</p> 	<ul style="list-style-type: none">• Inter-Tribal Council of California: Created Tribal community engagement sheet• Interval House: Developed informational handouts now used by other organizations

As noted earlier, 76 percent of community partners reported “excellent” or “good” impact on the use and sharing of cultural competency tools, practices, and resources. It is interesting to note, however, that certain groups reported greater impact than others. Those culturally specific domestic violence organizations who were focused on Objective 3 (more connections with institutional partners and new stakeholders) were the most likely to give “excellent” impact ratings. This suggests that these organizations were in a strong position to develop and use the cultural competency tools and resources and to share them with other organizations. Another group that rated impact mostly “excellent” were the broader domestic violence organizations that were funded across all BSAV CC objectives. It is clear that these organizations were very willing to learn, and that they took advantage of what their peers offered. This is significant in that membership in the BSAV CC Project as a learning community seems to have fostered greater openness to learning about innovative cultural competency models, tools, and resources.

Interestingly, as discussed next, those who participated in the Peer Learning Exchanges were also more likely to give this outcome a positive rating.

**Exhibit V-8:
The Cultural Competence Organizational Self Assessment (CCOS):
A Tool for the Domestic Violence Field**

Recognizing that there were few effective tools to assess cultural competency and provide actionable feedback for domestic violence organizations on areas of strength and improvement, the BSAV CC Project supported the development of the Joint Inquiry Cultural Competency Tool (JICCT), which evolved into the Cultural Competence Organizational Self Assessment (CCOS).

Informed by multiple frameworks from organizational development, capacity building, and cultural competency, the RDP consulting team developed the CCOS. The tool is organized into areas that speak to an organization's readiness to address and engage in practices that increase (or maintain) its ability to provide effective services and supports in a culturally competent way.

Key constructs that the CCOS captures include the following:

- Organizational Commitment, Culture, and Representation
- Leadership Commitment and Leadership Opportunity
- Structural Change Lens
- Staff Practices, Management Practices, and Staffing/Professional Development
- Community Presence, Community Engagement, and Community Partner Capacity Building
- Outcomes/Impact
- Evaluative Practices

Reliability and Validity

Initial tests of reliability and validity indicate the constructs captured by the CCOS are generally consistent with and reflective of what the tool aims to measure.³ Experts in culturally competence DV services, who asked to be reviewers, felt that the tool did not need major modifications but that it could be improved with minor changes.

Examples of Past and Future Applications

- Center for Community Solutions developed a comprehensive cultural competency assessment, drawing on the JICCT and other cultural competence tools, to understand staff recruitment and retention, language capacity, training, program development, and quality of services. Based on assessment results, they implemented policy changes around recruitment and staff training. Moving forward, they plan to continue to develop and revise organizational policies and to administer the assessment on a regular basis.
- For Phase 2 of the BSAV CC Project, My Sister's House will build an interactive tool based on the CCOS to strengthen the cultural competency of six domestic violence agencies. The online automated tool will identify areas of need to improve organizational practice or structure to be more culturally responsive to Asians/Pacific Islanders.

³ Almost all scales had reliability estimates above 0.70, and the average validity rating from field experts was a 2.97 out of 4.00.

More Effective Leaders and Networks to Promote Peer Learning, Sharing of Best Practices, and Culturally Competent Service Delivery

More Effective Leaders

As discussed in Chapter III, much of the effort around leadership development occurred in the context of developing the leadership skills of survivors to enable them to become advocates for others in their communities who have been affected by domestic violence. The examples we highlighted suggest that innovations have surfaced around leadership development and a substantial number of leaders have been reached. However, projects focused on creating effective leaders varied in their duration and intensity, and many have not been in place long enough to fully assess if the programs have made them more effective in promoting peer learning, sharing best practices, and delivering culturally competent services.

Peer Learning Exchanges

The evaluation results show that the Peer Learning Exchanges have made an impact on BSAV CC participants. The BSAV CC Project afforded the community partners some important program-sponsored opportunities to engage in informative and critical peer exchange. Overall, 11 community partners took advantage of this opportunity and self-organized to create five different Peer Learning Exchanges. While not every community partner participated, the feedback among those who did was very positive. As Exhibit V-9 shows, Peer Learning Exchanges ranked highly: 41 percent of community partners rated this as one of the most impactful activities of the BSAV CC Project.

**Exhibit V-9:
Ranking of Most Impactful BSAV CC Activities**

What have been the **3** most impactful BSAV CC activities?
n=17



Similar to choices of what and how tools and resources were shared in support of promoting the last outcome, it is interesting to note (1) what learning clusters formed, (2) what goals/content they chose, and (3) who and how many participated in each Peer Learning Exchange. Subsequently, this influenced the kinds of outcomes they reported from this experience.

Peer Exchanges and Learning Content

Some themes that emerged from peer learning clusters are as follows:

- **Community partners formed natural clusters of sharing that can potentially inform the design of future Peer Learning Exchanges and cross-organizational learning.** On their own, the community partners reached out to those they thought they would learn from the most. Interestingly, in many cases, the learning clusters that formed reflected the needs, interests, and levels of readiness and experience of community partners to engage in learning, as well as the typology outlined in Chapter I. The goals for the Peer Learning Exchanges varied greatly. The topics ranged from basic learning about different ethnic/racial communities, traditional cultural competency practices, and organizational functioning (board development), to more advanced topics designed to promote innovations in cultural competency and to advance field-level conversations on work required to effectively serve high-need, underserved populations. Some peer exchange clusters included:
 - **Pairing of mainstream domestic violence organizations with culturally specific domestic violence organizations to learn about specific cultures.** For example, Rural Human Services paired with My Sister’s House to receive technical assistance with Hmong outreach, prevention, and advocacy.
 - **Groupings of culturally specific groups to promote cross-cultural learning.** For example, Inter-Tribal Council of California, Jenese, and California Black Women’s Health Project arranged site visits and a meeting to discuss best practices in advocacy and culturally competent service delivery to African American, Tribal, and recent immigrant communities.
 - **Clustering of culturally specific domestic violence organizations to advance intra-cultural understanding and analysis.** A cluster of four community partners serving Asian/Pacific Islander populations identified goals and strategized ways to increase their organizations’ sustainability and to push their own and the field’s thinking about increasing cultural competency in the domestic violence field. Goals included advancement of social justice analysis and community empowerment, and examination of API-specific issues.

It is notable that while most of the community partners strived to create new learning opportunities with peers *beyond* their BSAV CC grant work, three of the 11 community partners

decided to use the Peer Learning Exchanges to promote grant-related objectives or engage partners within the existing grant. In other words, they used it as an opportunity to continue the collaborative learning that they began within their grant-supported work. As a result, when asked about the Peer Learning Exchanges, community partners in two of the learning clusters were *less* likely to be able to talk about the impact of these activities unless they were the ones who had applied for the Peer Learning Exchange funding.

Peer Learning Exchange Formats and Outcomes

Following are some observations and findings from our synthesis of findings concerning the Peer Learning Exchanges. See Appendix E for a detailed summary of who took part in the Peer Learning Exchanges, their partners, topics of learning, and format.

Peer Learning Exchange Formats

Exchanges took many forms, from one-on-one site visits to group workshops with external trainers. Of the five Peer Learning Exchanges, three consisted of organizations conducting site visits to their peers to cross-train, and two focused on hiring external trainers/facilitators—Sujata Warriar (Cultural Competency and Domestic Violence) and Stephanie Covington (Trauma Informed Services for Latino Communities)—all in an effort to support and advance the knowledge and practices of staff around cultural competency.

Peer Learning Exchange Outcomes

Outcomes of Peer Learning Exchanges laid the potential for transforming practices. According to RDP, who collected and analyzed the reports submitted by the community partners, all five Peer Learning Exchange clusters reported meeting their respective goals and learning objectives. Key themes in the outcomes include:

- **Intra-cultural exchanges highlighted the diversity within participants’ own communities** (e.g., pan-Asian, Latina organizations), and those involved reported sharing strategies and best practices to better serve their populations and clients. Following are select illustrative outcomes reported by the community partners as they relate to (1) increased knowledge on messaging to communities, (2) adaptation of informed services curricula to specific communities, and (3) understanding of the complexity within specific cultural communities:
 - *[We learned] that fine balance is critical to be able to address the issue of domestic violence [in the API community], but in a way that won’t be rejected in the message of public service announcements, for example, the focus is on the impact of domestic violence on children, and to offer neutral points of initial contact that do not “out” someone engaging with a domestic violence program.*
 - *Partners learned more about trauma informed services and how to incorporate the theory into the work they do. [We were] able to share*

with participants how we have adapted the curriculum to work with Latinas.

- *Participants of the exchange felt the site visits were very helpful because they were able to see how others do the work, in ways that were different and sparked ideas to adopt or aspire to in one's own program/organization, or in ways that were similar and provided affirmation that others struggle with the same issues and developed similar solutions or approaches.*
- **Organizations involved with cross-cultural exchanges** (e.g., between Tribal communities and African Americans, etc.) found common ground and a shared history that they reported will inform advocacy efforts and help strengthen the participants' ability to offer more culturally competent services. Following are some illustrative outcomes reported by community partners in the areas of (1) learning about commonalities across communities, (2) knowledge of implicit cultural norms, and (3) best practices to hold systems accountable to communities:
 - *We believe one of the most powerful outcomes was a deeper knowledge and understanding of our Native American brothers and sisters and their plight, where there were more similarities than there were differences.*
 - *The visits to [Hmong leaders] mainly helped me learn that some cultures have their own rules, even if they do not follow within the state rules or our own typical thought process. [We believe] that this exchange successfully enabled almost two dozen shelters from throughout northern California to grow in their knowledge regarding working with Asian/Pacific Islander and/or other communities of color.*
 - *We identified some best practices such as how to engage with social services so that they [can promote true partnership with] survivors...and make policymakers accountable for [equitable] services in the community.*

Factors Influencing Networking and Field Building

Although SPR found increased networking and collaboration, as well as tremendous interest in engaging in tool and resource sharing and Peer Learning Exchanges, not all of the community partners engaged in sharing, exchanges, or networking. They cited lack of capacity to engage and conflicts with their work schedules. In addition, it is clear that the community partners' ability to network and share was beset by different starting points in their levels of cultural competency. Those who were not as far along were reliant on a handful of culturally specific organizations to provide technical assistance and mentoring (e.g., MHS, APIIDV). As noted in

the Midpoint Report, these culturally specific domestic violence organizations do not necessarily have the capacity to do field-level capacity building work, but are willing to extend themselves to build the domestic violence field's cultural competency. In addition, there was not a common framework for understanding what cultural competency means and analyzing the root causes of the problem. This affected partners' framing of the "problem." Some community partners focused primarily on improving service provisions in their peer exchanges. While this level of focus is important, a number of community partners suggested the need for a bigger picture understanding and longer-term focus on transforming systems and cultural/social norms to prevent and end violence in culturally diverse communities.

Although fewer community partners voiced challenges around partnerships/networks at the end of the grant, the issues that were raised echoed themes from the project's midpoint. One challenge that had endured was distance and travel constraints as impediments to building relationships with community partners located in other parts of California. Likewise, as at the midpoint, community partners reported a tension between staying true to their own approaches to serving clients and being flexible in their messaging and how they communicated with groups with differing philosophies, including cultural and religious groups. Another community partner noted the challenge to building partnerships and reaching clients when program staff did not share the ethnicity or cultural background of partners and clients: "It's horrible, because we are a Caucasian presence here [at this organization]. I come from a different [more diverse] area so, for me, it's difficult to see. This is a challenge for us because we deal with cultures that are here that don't feel comfortable coming forward."

Perhaps most importantly, community partners acknowledged the time it takes to develop meaningful relationships to move the work forward together with partners. Reflecting on the year laying the groundwork leading up to their clinic with local tribes, one program member from Inter-Tribal Council of California said, "It took us about a year of communication and engagement. That's how long things take, but it came out absolutely beautiful." As discussed further in the final chapter, this suggests organizations need both space *and* time to come together.

There were also many facilitating factors that could be built upon in Phase 2. It was apparent, for example, that the selection, capacity building supports, and networking conducted by the RDP team fostered the willingness and openness to share and learn across all organizations, including the mainstream domestic violence organizations. Due to the safe and collegial learning community created by the BSAV CC Project, mainstream domestic violence organizations were not defensive about their lack of cultural competence. Instead, they sought support from culturally specific organizations without fear of judgment and gained in-depth information that was not readily available in generic cultural competence training materials. Finally, it is

important to the organizations that they had a ready structure to support coming together over a period of time and access to support for networking and learning. These are important components in building a trusting, more sustainable learning community. In the next chapter, we discuss challenges and facilitating factors in order to draw recommendations for the next phase of BSAV CC work.

VI. LESSONS LEARNED

If we want to end domestic violence in California, we cannot rely on a one-size-fits-all approach. We need a range of strategies that mirror the diversity of our state.

—BSCF Strategic Plan

In this concluding chapter, we highlight lessons for the domestic violence field, including direct service and capacity building providers. We focus on lessons that will help to diversify entry points for domestic violence services, strengthen cultural competence in service provision, and serve as potential game changers in domestic violence prevention. We draw on findings presented throughout the report, as well as interviews of leaders within the field of domestic violence.

The lessons learned from the evaluation can be summarized around nine key points, as follows:

- **Culturally specific organizations are uniquely suited to provide a leadership role in domestic violence work.** Korean American Family Service Center and Inter-Tribal Council of California, for example, already have trusting relationships within priority communities and committed staff and volunteers with vital linguistic and cultural skills. Mainstream and broad-based domestic violence providers have an opportunity to leverage the expertise of these organizations as they seek to reach new populations.
- **Cultural competency is an ongoing process and commitment, rather than a discrete set of practices.** Within the BSAV CC Project, there were organizations that had strong cultural competency policies, but staff were unaware of them and there was no related ongoing practice or professional development. On the other hand, there were organizations that lacked formal policies on cultural competency but had a reflective culture that made cultural competency a fundamental part of their approach to engaging clients. Thus, although formal policies are an important sign of institutional values, it is more vital that organizations have a long-term learning orientation and commitment to cultural competency that are both reflected in their approach to the work.
- **Engaging survivors and other community members in dialogue circles about domestic violence is a powerful way to build survivor leadership and shed light on the root causes of violence.** As illustrated by so many of the BSAV CC grantees, addressing trauma and empowering survivors is a key step in

interrupting the cycle of violence. Furthermore, survivors can be powerful educators and allies in the effort to shift accepted cultural norms. Cultural communities may feel more obliged to listen when “one of their own” raises questions about long established practices and seeks to mobilize others to develop culturally acceptable and sustainable solutions.

- **Engaging influential leaders and organizations from priority communities, such as clergy and churches, is a powerful step towards shifting community norms around domestic violence.** One of the primary innovative practices arising out of the BSAV CC Project was the engagement of Korean and African American faith leaders. This strategy emerged from community focus groups that revealed that faith leaders were not encouraging survivors to seek help from domestic violence providers. Through focused outreach, community partners were able to enlist clergy as allies. Other potential allies include teachers and coaches, as well as leaders of community groups.
- **Engagement of new and diverse stakeholders—such as men, youth, and other community members—in dialogues about healthy relationships is essential for the reduction and eventual elimination of domestic violence.** As a community problem, ending domestic violence requires a shift in the attitudes and behaviors of the community as a whole. Thus, it is essential that men and young people be engaged as allies in eliminating the stigma associated with domestic violence and in developing a positive model for relationships. Engagement also needs to be ongoing and to have multiple touch-points, as attitudes and behaviors are unlikely to change without repetition and reinforcement.
- **Cultural competency work and staff who have unique linguistic or cultural skills should not be put into silos within domestic violence organizations.** The additional staff who were hired through the grant were invaluable for the BSAV CC partners, and yet organizations sometimes struggled to integrate their expertise. As new staff with specific cultural knowledge and linguistic skills are hired, domestic violence organizations should consider some key questions: What practices and policies will help to retain this new staff member? How is this staff member’s role and function integrated into multiple aspects of the organization’s domestic violence work and not relegated to a particular role or project? How can the organization learn from this new staff member and provide professional development opportunities for other staff to draw from him or her as a resource?
- **When seeking to reach out to new populations, it is important to resist essentialism by taking into account individuals’ multiple identities, including dimensions of race, ethnicity, immigrant status, language, and sexual orientation.** The inclusion of culturally specific organizations within the BSAV CC cohort helped to surface views on the root causes of family violence that move beyond a gender-based analysis. Improving domestic violence service provision involves developing a common framework and understanding of how the multiple aspects of identity and other factors relate not only to abuses of power within relationships, but also access to services.

- **Reliable assessment tools can be valuable for helping domestic violence organizations assess and set goals for enhancing cultural competence.** Tools like the Cultural Competence Organizational Assessment (CCOS) are useful for systematically gathering organization-wide information on how well staff understand cultural competency. They allow organizations to assess staff knowledge about cultural competency and gather anonymous feedback on organizational practices. Several community partners, including the Center for Community Solutions and My Sister’s House, have used or plan to use the CCOS as an organizational assessment tool. These organizations are using the results from these types of assessments to develop action plans for deepening their cultural competency work moving forward.
- **Domestic violence organizations need to prioritize recruitment and retention of staff with language access skills and connections to the communities served.** The staff who were hired with grant funds helped to enhance the ability of organizations to serve high need populations by translating materials, doing outreach to community organizations and events, and forming new partnerships. These staff members often built a sense of trust with communities, broadening their understanding of domestic violence and raising their awareness of the services available to support survivors. In many cases, unfortunately, community partners were not able to sustain these staffing positions after the sunset of the grant. There need to be more long-term investments in diversifying staffing at domestic violence organizations.

Given the changing demographics of California, it is clear that attention to cultural competency needs to be a central tenet of efforts to end domestic violence. Although there are burgeoning partnerships among BSAV CC grantees, these remain vulnerable to the vacillations of funding support of cultural competency work and staff turnover. Sustainability of this work lies in the creation of new and more robust types of partnerships and alliances that can strengthen and promote learning within the network of providers working to end domestic violence.

APPENDICES

APPENDIX A. BSAV CC PROJECT LOGIC MODEL

**APPENDIX B. DATA SOURCES AND SITE VISIT AND INTERVIEW
GUIDE**

**APPENDIX C. ACCOMPLISHMENTS OF COMMUNITY
PARTNERS' OBJECTIVES**

**APPENDIX D. ORGANIZATIONS INDIRECTLY AFFECTED BY
BSAV CC GRANTS**

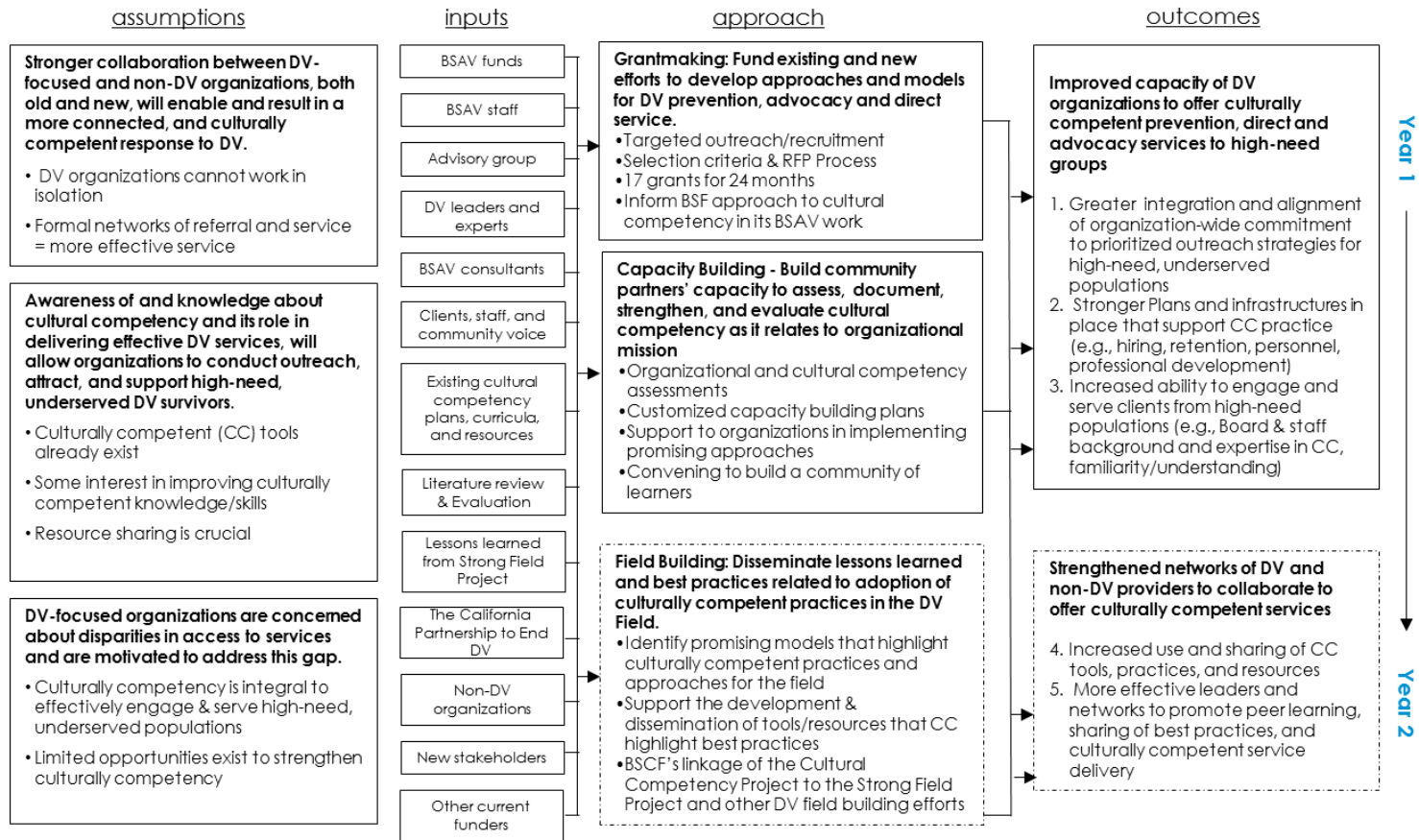
APPENDIX E. SUMMARY OF PEER EXCHANGES

Appendix A: BSAV CC Project Logic Model

BSAV Cultural Competency Project Logic Model

Revised 7/10/12

guiding values: strength based, learning and structural /systems change



Vision: Create opportunities for DV organizations and their partners to develop and institutionalize culturally competent, relevant and sensitive prevention, practice and advocacy approaches and strategies.

Appendix B: Data Sources and Site Visit and Interview Guide

Exhibit A-1 Data Sources

Data Source	Description
Phone Interviews	SPR conducted three rounds of interviews with each community partner (59 in all), two rounds of interviews with capacity building consultants (9 in all), and interviews with four project-level evaluators and six field leaders. The interview questions focused on organizational capacity, capacity in cultural competence, partnerships, project outcomes, and feedback on initiative supports (such as convenings and capacity building).
Site Visits	SPR visited 11 of the 17 programs over the two years of the initiative (see Appendix A for detail on sites visited and core interview topics). These programs were selected to represent a range of different types of organizations and priority populations, and we purposely selected organizations addressing each of the BSAV CC project's major objectives. SPR conducted a one-day visit to each of the 11 programs, during which the executive director, a board member, an outreach staff member, and key program partners participated in interviews. When possible, we also conducted a client focus group and observation at each program.
Social Network and Outcomes Survey	SPR administered an online survey to all 17 community partners (in fall 2012 and again in fall 2013) to assess the types and depth of their partnerships both within the domestic violence field and with non-domestic violence organizations. The second administration of the survey included questions on program outcomes and capacity building efforts.
Document Review	SPR reviewed the community partners' proposals, interim grant reports, final grant reports, and evaluation reports.
Observations and Evaluations of Program Events	SPR attended and observed program and initiative events including: (1) the first, second, and final grantee convenings, (2) a real-time strategic planning session held in Oakland, CA, and (3) attended events held by community partners, such as the APIIDV annual conference and the My Sister's House collaborative meeting. For many of the event evaluations, SPR prepared evaluation forms and summarized results for the capacity building team.

Homework: Prior to conducting the visit, site visitors should closely review the round 1 interview write-up, the grantee's grant application, and the JICCT summary and RDP notes on the site. Before contacting the site, site visitors should email/call the RDP liaison responsible for the site asking for: (1) a summary of recent activities at the site, (2) any questions that are important to explore at the program, and (3) recommendations for who specifically we should talk to on site (may be tailored for each site). The RDP liaison will send an email re-introducing our team to the site and explaining the purpose of the visit.

**Exhibit B-2
Site Visit and Interview Guide**

Questions	Program leaders	Board Member	Direct Service Staff ¹
Background			
1. How long have you worked at or been involved with the organization?	X	X	X
2. What is the story of how your organization was founded and how it has changed over time?	X	X	
3. How has the organization's approach to providing CC domestic violence prevention and intervention services changed over time?	X	X	X
Context			
4. Please describe your organization's core constituents or community ² ?	X	X	X
5. In what ways are the clients you serve representative of the broader community? Why or why not?			
6. What external community conditions either interfere or facilitate successful CC domestic violence practice?	X	X	X
Organizational Readiness			
7. Before the BSAV CC grant, how would you describe your organization's level of awareness about its own strengths and challenge areas?	X		
8. What is your analysis of the root causes of gender-based violence? How does culture, race, ethnicity, class, immigration status, disability, etc. play a role in this analysis of the clients' needs and strengths?			
9. What was this informed by?			
10. Before the BSAV CC grant, what kind of access, if any, did your organization have to organizational strengthening tools, resources, and consultants (internal or external)?	X		
11. At the time of the BSAV CC grant, and based on your analysis of the issues/problems identified above, how would you describe your organization's level of readiness to engage in cultural competence specific work? What factors helped to illustrate your readiness (or lack of readiness) in this area?	X	X	X
12. At the time of the BSAV CC grant, how would you describe your organization's level of readiness to engage in organizational capacity building? What factors helped to illustrate your readiness	X	X	

¹ This includes advocates, case managers, and outreach/education staff.

² "Community" could be defined as the local community in the case of service organizations that work locally. It could also be defined more broadly as a set of organizations across the state or a specific population for those BSAV organizations that do more statewide work.

(or lack of readiness) in this area?			
Organizational Dimensions of CC domestic violence practice			
13. How does your organization recruit individuals (at all levels: board, leadership, and staff) with CC skill set?	X	X	X
14. What are challenges and best practices in this area?			
15. What is the quality support within your organization to assist staff to develop CC skills?	X		X
16. Tell a story in which a staff member had to be supported in how they addressed a culturally complicated issue and how the organization provided support.			
17. How do CC domestic violence services look from the perspective of those seeking help? (explore different types of entry points for help, and what it might look like at each point of contact)	X		X
18. Tell a story of when those services were delivered well. What makes that a good example? How does it make a difference to clients from specific cultural/ethnic/racial backgrounds? (e.g., How are they empowered or transformed to improve their well-being, e.g, be free of violence and find self-sufficiency/economic security)?			
19. How effective is your organizations at providing domestic violence outreach/prevention to different populations of survivors within your communities?	X	X	X
20. What challenges are faced? How are these challenges resolved?			
21. How satisfied are domestic violence survivors of varied cultural and ethnic backgrounds with the services they are receiving? Are you collecting this information? What have you learned?	X	X	X
Partnerships/Networks			
22. How does your organization view partnerships? Who do you tend to partner with? For what reasons?	X	X	X
23. What are your key partnerships when it comes to enhancing CC domestic violence capacity? Why is each a key partner?	X	X	X
24. Are there *new* partnerships that you think would be beneficial to advancing your work, particularly when it comes to reaching new populations?	X	X	X
25. What do you think would facilitate those partnerships? What obstacles get in the way of new partnerships?			
BSAV CC grant outcomes			
26. What activities have you participated in as part of the BSAV Grant thus far? (in-person meetings, webinars)? How useful have they been?	X		
27. What resources have you received as part of your participation (assistance from RDP coach? Resources from other cohort members)? How useful have they been?			
28. What has changed in your organization as a result of the BSAV grant?	X	X	X

<ul style="list-style-type: none"> — New staff? What are their roles? Will this position be sustainable after the grant? — New programs/outreach strategies? Will these strategies be sustainable after the grant? — New organizational practices or supports? Will these be sustainable after the grant? — New partnerships or relationships? 			
29. So far, what difference has the BSAV grant really made for the <u>overall strength</u> of your organization?	X	X	
30. Can you tell a story that illustrates this change in your organization?			
31. So far, what difference has the BSAV grant really made for the <u>Cultural Capacity</u> of your organization/domestic violence services?	X	X	X
32. Can you tell a story that illustrates this change in your organization?			
33. Understanding that we are still early in the grant process, what outcomes do you expect will result from the grant moving forward?	X	X	
34. What other type of support & TA would be useful to your organization moving forward?	X	X	
Field Level Implications			
35. One of the goals of this project is to surface lessons that can help expand the domestic violence field's capacity to reach tribal and indigenous communities, African Americans, and new immigrant populations—including Latino and Asian groups. <ul style="list-style-type: none"> — Given your role within the domestic violence field, what do you think organizations can do in order to better reach these populations? — What do you think funders such as BSAV can do in order to advance the ability of domestic violence organizations to reach these populations? 	X	X	X

Appendix C: Organizations Indirectly Affected by BSAV CC Grants

Community Partner	Organization Effected	Type	Location
APIIDV	My Sister's House	Advisory Committee	Sacramento
	Center for the Pacific Asian Family	Advisory Committee	Los Angeles
	Korean Community Center of the East Bay	Advisory Committee	Oakland
	Maitri	Advisory Committee	San Jose
	Valley Crisis Center	Advisory Committee	Merced
	Community Overcoming Relationship Abuse	Advisory Committee	Burlingame
	License to Freedom	Advisory Committee	El Cajon
	Community Health for Asian Americans	Advisory Committee	Oakland
	Little Tokyo Service Center	Advisory Committee	Los Angeles
ITCC	Feather River Tribal Health	Training	Oroville
	Elk Valley Rancheria	Training	Crescent City
	Colusa Rancheria Tribal Community	Training	Colusa
	Mooretown Rancheria	Training	Oroville
	Berry Creek Rancheria	Training	Oroville
	Hung-A-Lel-Ti Family Justice Center	Training	Markleeville
	Owens Valley Paiute Tribe TC	Training	Bishop
	One Safe Place	Partnership	Redding
MSH	Women's Center of San Joaquin County	Partnership	Stockton
	Sexual Assault and Domestic Violence Center	Training	Woodland
	Peace for Families	Training	Roseville
	Alliance for Community Transitions	Training	Merced
	Tri-Valley Haven	Training	Livermore
DeafHope	DCARA	Partnership	San Leandro
KFAM	Asian Pacific Women's Center	Korean Domestic Violence Network	Los Angeles

	Esther's Home	Korean Domestic Violence Network	Diamond Bar
	Home on the Green Pastures	Korean Domestic Violence Network	Tustin
East LA Women's Center	Instituto para la Mujer de Hoy (ILPM)	Provided TA	Santa Ana
	YWCA-Greater LA	Provided TA	Los Angeles
	Lideres Campesinas	Provided TA	Oxnard
Jenesse	Lift3 Support Group	Learning Collaboration Group	Fairfield
	Family and Youth Services in San Joaquin Valley	Learning Collaboration Group	Stockton
	Tri-Valley Haven	Learning Collaboration Group	Livermore
	South Central Training Consortium	Learning Collaboration Group	Santa Clarita

Appendix D. Accomplishments of Community Partners' Objectives

Objective 1: Engaging domestic violence survivors and community members to increase awareness and practice of culturally competent, domestic violence-related outreach, prevention and advocacy.		
Grantee	Key Objectives	Accomplishments
California Black Women's Health Project (CABWHP)	1. Revise the Advocate Training Program (ATP) curriculum to incorporate a domestic violence (DV) component, and train and prepare advocates to conduct culturally- competent DV-related outreach, prevention, and advocacy services.	Completed. CABWHP incorporated a DV component into the ATP curriculum, which now includes four out of eleven sessions that are focused on DV. Two cohorts of ATP participants have graduated under the new curriculum, and a third cohort is now in place.
	2. Develop outreach strategy and recruit 30 women across California –including at least 50 percent that are friends or relatives of DV survivors-- to enroll in the ATP.	Completed. CABWHP conducted an e-mail campaign during the summer of 2012 to recruit friends or relatives of DV survivors to enroll in the ATP. CABWHP also revised its ATP recruitment application so that applicants can self-identify if they are friends or relatives of DV survivors. CABWHP reached its target of 30 women.
	3. Train 30 new ATP participants, and facilitate the development of an advocacy and education plan to address issues of DV in their communities.	Completed. CABWHP trained 38 new ATP participants in the 2012 and 2013 cohorts.
	4. Organize and support ATP graduates in their efforts to conduct outreach, education, and advocacy to increase awareness and knowledge of promising practices and viable policy options for preventing, addressing, and ending DV among the broader community and policymakers.	Completed. The 2012 cohort conducted focus groups with friends or relatives of DV survivors to inform existing efforts and campaigns to prevent DV and improve access to culturally appropriate community-based interventions. Because the focus group yielded low attendance, the 2012 cohort conducted surveys as an alternative and presented their findings at the annual ATP graduation. Both cohorts provided information about culturally competent DV services for African American women in the greater Los Angeles area. They also created a fact sheet targeting Black women survivors of domestic and sexual violence that encourages them to access mental health services.
Casa de Esperanza	1. Develop outreach strategy and awareness materials targeting female students at two high schools ¹ and women and girls in	Completed. Casa outreach staff met with South Asian and Hmong community leaders, agencies, and businesses to determine best outreach strategies. These meetings

¹ Casa de Esperanza initially aimed to conduct outreach at four high schools. However, due to challenges with two of the schools, Casa de Esperanza decided to conduct outreach at two schools (instead of four schools) and subsequently submitted a grant amendment to reflect these changes.

	the South Asian and Hmong communities in Yuba and Sutter counties.	culminated in e-blasts, language specific public service announcements, flyers, presentations, and trainings.
	2. Implement outreach strategy by establishing forums for students at two high schools and identify three venues to provide information and education to priority population women and girls.	Completed. South East Asian Girls' Clubs were implemented at two high schools in Yuba and Sutter counties. Information and education programs were provided at six venues.
	3. Provide information through presentations at culturally-specific club meetings at high schools and community-wide cultural events to reach 450 female students and women in the South Asian and Hmong communities in Yuba and Sutter counties.	Completed. Casa outreach staff reached 583 students by providing presentations at two high schools and community cultural events in Yuba and Sutter counties.
	4. Organize, train, and support 25 female students and collaboratively develop and launch four campaigns; and facilitate conversations to identify lessons learned, challenges and future opportunities to promote the elimination of domestic violence.	Completed. Casa staff recruited 25 female students from the SEA Girls' Clubs at two high schools to work on four campaigns to bring awareness to the elimination of domestic violence. Campaign activities included developing and distributing flyers at cultural events (e.g., Hmong New Year celebration, Sikh parade) and lunch-time school events.
	5. Two new staff will be recruited and trained under Evidence Code 1037.1. They will be working with seasoned staff to strategize access to priority population women and girls and design education and awareness materials.	Completed. Initially, Casa had a Hmong woman and South Asian woman who were fulfilling this grant objective. However, both women left the organization six months after the onset of the BSAV CC grant. Subsequently, Casa recruited and two women to fill these vacancies. However, one of these women left the organization shortly after she was hired. Casa recruited and hired again to fill this vacancy. The two newly hired staff ended up leading Casa's BSAV CC project.
	6. Staff will have organized 100 women and girls from the priority populations to be activists in changing their communities' views of domestic violence.	Completed. At least 100 of the 583 students to whom the Casa provided information became social change activists in their communities. These activists participated in public service campaigns and tabled at various events.
Center for Community Solutions (CCS)	1. Conduct a needs assessment of the Middle Eastern immigrant refugee population.	Completed. A needs and strengths assessment of the Iraqi community in El Cajon was completed with information from community members including youth and adults, school staff, culturally specific organizations serving the Iraqi community, law enforcement, Child Welfare Services, public health, refugee resettlement agencies, and other social service providers.
	2. Have bilingual, bicultural staff in place and develop with community	Completed. CCS successfully hired a bilingual, bicultural staff person who was

	partners protocols for cross trainings on violence prevention that are culturally sensitive.	later promoted to a leadership position. Subsequently, CCS hired another bilingual, bicultural staff person. CCS staff completed a needs assessment, identified key challenges, and developed training modules for domestic violence, cultural competency, and general information about the Iraqi community.
	3. Conduct an internal organizational cultural competency assessment.	Completed. CCS implemented a comprehensive cultural competency assessment using an outside evaluator. The assessment used the JICCT and other cultural competence tools to create a tool that assessed staff recruitment and retention, language capacity, training, program development, and quality of services. In addition, CCS staff completed the CC scorecard survey. CCS plans to analyze survey results and administer the CC scorecard survey on a regular basis.
	4. Recruit and train 10-15 bicultural, bilingual advocates who will assist in continued outreach, advocacy and support for individuals and community partners.	Completed. CCS trained 11 Middle Eastern/Iraqi volunteers who speak Arabic, Chaldean, Kurdish, and Farsi. The volunteers support CCS' DV Advocacy, Sexual Assault Advocacy, and shelter services. Recruitment and training of volunteers was a challenge. Volunteers struggled to commit to CCS' mandatory 60-hour crisis intervention training. Older volunteers who were fluent in Middle Eastern languages were usually not proficient in English and thus not able to fully comprehend the mandatory training, which is only offered in English. Conversely, younger volunteers who were fluent in English were usually not proficient in Middle Eastern languages. Many volunteers expected employment after completing training or volunteer service.
	5. Partner with License to Freedom to expand their Community Dialogue program for immigrant and refugee individuals.	Completed. CCS worked with License to Freedom to host community dialogues about healthy relationships in the San Diego area.
DeafHope	1. Hire a diversity trainer and advocate to coordinate the BSAV CC project.	Completed. Deaf Hope initially hired a diversity trainer/advocate, but later terminated her due to poor work performance. Deaf Hope subsequently filled the diversity/trainer advocate position with an existing staff member.
	2. Establish a Deaf Women of Color Advisory Team that will provide ongoing advice and input on how to provide culturally competent domestic violence services to their communities.	Partially Completed. DeafHope initially established a six-member Deaf Women of Color Advisory Team. This Advisory Team provided recommendations on how to increase DeafHope's cultural competency capacity. The diversity trainer/advocate

		integrated and implemented these recommendations into DeafHope's policies, strategic plan, and program services. After determining that the Advisory Team was not an effective way to engage community members, DeafHope established the Community Accountability Forum in lieu of the Advisory Team. This forum meets on a monthly basis to discuss how to hold the community accountable for ending violence in a way that is culturally responsive.
	3. Provide Advisory Team members with training to obtain DV/SA certification to be able to volunteer on the hotline and as advocates for Deaf survivors.	Completed. DeafHope trained 31 individuals, including Advisory Team members, to become certified advocates. DeafHope coordinated three trainings totaling 40 to 60 hours of content about domestic and sexual violence, advocacy in the Deaf community, and navigating barriers to accessing services for Deaf survivors.
	4. Provide ongoing diversity training to staff, volunteers, and board of directors.	Completed. DeafHope completed diversity training to the board of directors, staff, and volunteers.
	4. Make the first of a series of four PSAs on the experience of Deaf women of color with DV/SA.	Completed. DeafHope developed four public service announcements and showcased them at DeafHope's annual Lavender Film Festival event. At this event, DeafHope invited community members to develop their own public service announcements, which are featured on DeafHope's website (www.deafhope.org).
Mujeres Unidas Y Activas (MUA)	1. Train 40 Latina immigrants as Domestic Violence Peer Advocates whose outreach efforts will reach over 400 people and culminate in two annual Si Se Puede Conferences.	Completed. MUA recruited and trained 42 Latina immigrant women as certified domestic violence counselors. These women volunteer at MUA to conduct outreach in Spanish to their peers, make referrals, and provide general support to Spanish speaking victims of domestic violence. In addition, MUA held an ESL DV counselors' training for 23 peer counselors. MUA also hosted two Si Se Puede conferences, with approximately 150 attendees at each event. Attendance for one of the conferences was lower than anticipated because it coincided with a public transportation strike.
	2. Educate and build collaborations with 20 partners, through the distribution of MUA's "Echoes from the Silence" report and one-on-one meetings.	Partially Completed. MUA met with several Bay Area DV shelters and organizations to expand its Peer Advocate program. MUA plans to establish partnerships with SAVE-Fremont, Building Futures Women and Children, Rosalie, and CORA in San Mateo.
	3. Strengthen relationships with directors and staff of 3-5 domestic violence shelters, hold two convenings with those directors to share their coordinated service	Partially completed. Due to challenges with arranging convenings, MUA arranged individual meetings with shelters. MUA conducted four meetings with directors and staff of two domestic shelters: SAVE-

	delivery model, and identify one shelter that would like to replicate the Peer Advocate program.	Fremont and Building Futures Women and Children. MUA plans to continue discussions about replicating MUA's Peer Advocate program with these partners.
Objective 2: Strengthening existing domestic violence-related organizational cultural competency efforts.		
Grantee	Key Objectives	Accomplishments
Asian Women's Shelter (AWS)	1. Design new evaluation tools for the MLAM program.	Completed. AWS worked closely with LTG Associates to design evaluation tools for the MLAM program.
	2. Complete data collection for the MLAM program using new evaluation tools.	Partially Completed. The evaluation of the MLAM program includes: 1) focus groups with language advocates, staff members, and city-wide MLAM members; 2) in-person interviews with former shelter residents; and 3) surveys of MLAM training participants. AWS has completed the focus groups and former resident interviews. In addition, AWS is in the process of collecting data from the third (and final) cohort of MLAM trainees.
	3. Complete the data analysis of quantitative and qualitative feedback from MLAM program participants using new and refined tools.	Partially Completed. With the support of LTG Associates, AWS has begun analyzing and coding the data collected from the focus groups and former resident interviews.
	4. Identify concrete improvements to the MLAM program based on evaluation results. Create a plan for incorporating the changes into MLAM programming and documentation based on program evaluation findings.	Partially Completed. AWS staff has begun identifying key recommendations for improving the MLAM program and AWS direct services. AWS has not yet begun drafting a plan for incorporating changes into MLAM programming.
Jenesse	1. Identify technical assistance and training needs and develop a preliminary work plan, including defining cohort criteria, and up to three partner organizations that will benefit from the training.	Completed. Jenesse identified technical assistance and training needs through the application process and used these preliminary needs to construct a first year work plan. In addition, Jenesse developed and implemented the cohort criteria and application process. Five partner organizations were identified.
	2. Host an initial leadership workshop to introduce partnering agencies and to present the framework and goals of the training project (June 2012).	Completed. All five partners participated in an orientation meeting via conference call. Jenesse hosted an in-person workshop, where cohort partners met each other and Jenesse presented the assessment tools that members can use during the project.
	3. Based on workshop input, develop and field an online assessment tool to assess needs and to prioritize training subject matter and activities.	Completed. Jenesse conducted an early needs assessment and identified priority areas for partnering agencies.
	4. Based on the research and lessons learned, complete a white paper identifying best practices, trends, gaps, and effective culturally-sensitive and competent	Not Completed. Jenesse requested a no-cost extension in order to finish the white paper.

	tools and strategies that have been successful in serving African American survivors.	
	5. Offer at least three collaborative learning opportunities (via webinars, conference calls, document review, and/or research summary) for partnering agencies, and support partner organizations in the development of cultural competency plans, tools, and strategies to attract and engage African American survivors.	Completed. Jenesse presented six learning opportunities.
Rural Human Services (RHS)	1. Hire a Tribal Advocate to advocate for the Tribal Access Center, build outreach capacity to regional tribes, expand collaboration abilities at tribal collaborations, and design Tribal Temporary Restraining Order Workshops and Tribal Domestic Violence Advocacy community education.	Completed. RHS' Harrington House (HH) initially hired a Tribal Advocate who later left the position. HH subsequently hired another person to fill the Tribal Advocate position. HH formed an advisory committee of Tribal and non-Tribal legal entities with domestic violence knowledge and expertise. The advisory committee later folded into the Northern California Tribal Court Coalition.
	2. Form an advisory committee of tribal and non-tribal entities to provide feedback on training and outreach strategy related to Tribal Restraining Orders.	Completed. RHS formed an advisory committee, but it later folded into the Northern California Court Coalition. However, there is another advisory committee that includes county judges, the DA's office, local law enforcement, tribes, and RHS. The advisory committee meets on a monthly basis to discuss each organization's activities, coordinate to better serve the victims, and check in how the courts are handling cases.
	3. The Tribal Access Center Advocate will increase outreach to tribes, by learning and educating about regional tribes and local tribal policies; developing collaborations; and attending tribal events, tribal court advisory meetings, and meetings with tribal domestic violence service coordinators.	Completed. HH worked with an advisory committee to plan, design, and pilot a train-the-trainer workshop on Tribal Temporary Restraining Order (TRO)'s. HH designed three new Harrington House Tribal Access Center brochures and ten tribal access banners. Staff distributed over 300 brochures in the community. They created three radio public service announcements. The advisory committee developed a packet for officers when they respond to DV calls. The packet includes HH's brochure, Tribal brochures, contact information, and a list of available resources. Over 500 packets were requested by the community for distribution.
Vision Y Compromiso (VyC)	1. Develop a Domestic Violence Advisory Committee (DVAC) composed of promotoras, domestic violence survivors and experts in the field; create a domestic violence curriculum for	Completed. VyC developed a 12 member DVAC, which held its first in-person meeting in February 2012. The group reviewed project goals, outlined member roles, and conducted a need assessment, which included eight focus groups with promotoras

	training promotoras; pilot test and finalize the curriculum.	and domestic violence survivors. Focus group responses informed the curriculum structure and key training topics. The curriculum, entitled “Fostering more Positive Relationships” provides an in-depth overview of domestic violence in general and as experienced within the Latino community.
	2. Initiate outreach activities to recruit Promotoras from six urban areas and rural regions to participate in a two-day Promotoras training on domestic violence.	Completed. VyC provided six trainings to 113 Promotoras in six urban areas and rural regions.
	3. Promotoras who complete the two-day domestic violence trainings will identify priority areas for improving culturally competent domestic violence services to Latinos in their local communities.	Completed. VyC developed a three-day domestic violence training to help Promotoras identify priority areas for improving CC DV services for Latino communities.
Women’s Center – Youth & Family Services (WC-YFS)	1. Develop research tools and protocols to conduct a community needs assessment survey, complete focus groups, and seek input from key stakeholders to assess the needs of the local African American population.	Completed. WC-YFS finalized the assessment survey in July 2012 and administered the survey in the community and with local community leaders from July to October 2012. Of the 1,034 surveys disseminated, 254 (25%) were completed. In August 2012, WCFYS completed three focus groups consisting of 26 total participants who represented the general, faith-based, educational, consumer, and business communities. WCFS also conducted informational interviews with nine community organizations.
	2. Compile and analyze the data from the community needs assessment survey and focus groups, and identify implications for engaging and serving African American survivors.	Completed. WC-YFS compiled and evaluated the data from the community needs assessment surveys and focus groups. WC-YFS hired a consultant to complete a more comprehensive analysis to develop strategies for engaging and serving African American survivors. The consultant analyzed data from the community needs assessment, focus groups, and informational interviews.
	3. Develop culturally appropriate strategies and goals to engage the African American community through outreach and partnerships.	Partially Completed. WC-YFS created a steering committee made up of community stakeholders to identify the five most important community assessment findings. Drawing from the community assessment data, WC-YFS developed an outreach strategy plan. However, WC-YFS has not fully implemented all of the strategies due to lack of resources.
	4. Conduct outreach and deliver 25 presentations to the African American community, reaching at least 750 people, and distribute at	Completed. WC-YFS delivered 37 presentations to the African American community, reaching 1020 attendees. In addition, WC-YFS participated in 17

	least 500 action guides; establish 12 Memoranda of Understanding (MOU) with new partners.	community outreach events and activities and disseminated well over 500 community action guides. Although WC-YFS established MOUs with 12 African American community organizations. However, three of these organizations rescinded their MOUs because of the termination of the grant-funded project and the project coordinator's position.
	5. Conduct a mid-year assessment and a final assessment of client data to determine if there has been an increase in the number of African American clients.	Completed. During the two-year grant funded project, service data did not reveal any significant increases or decreases in the amount of AA clients served. However, WC-YFS did see a 5% increase in client referrals from within the African American community and a 3% increase in client referrals from other African American victim/survivors who were current or previous clients of the agency.
Objective 3: Promoting a more culturally competent response to domestic violence with institutional partners and new stakeholders.		
Grantee	Key Objectives	Accomplishments
Asian Pacific Islander Institute on Domestic Violence (APIDV)	1. Convene an advisory committee comprised of representatives from 8-10 immigrant organizations who will assist in building relationships with new immigrant and refugee populations and organizations for training and technical assistance.	Completed. The Gathering Strength Project Advisory Committee (AC) is composed of nine representatives with diverse backgrounds who differ in terms of their culture, language(s), and the communities that they serve. The AC collaborated via in-person meetings, conference calls, and regional site visits. The exchanges helped participants to feel less isolated, share strategies, and plan gatherings to build leadership and engage their communities.
	2. Convene regional trainings and provide ongoing technical assistance to build the capacity of immigrant organizations to address domestic violence in their own communities.	Completed. Three regional convenings were held in 2013 for immigrant/refugee communities to build their capacity to address domestic violence.
	3. Convene one to two regional trainings for domestic violence advocates and other social service providers on the project's innovative approach to strengthening culturally competent DV services for immigrant and refugee communities.	In each Regional Convening, AC members created safe spaces where advocates/activists/survivors can share their personal stories of struggle and resilience. In March 2013, the Bay Area Regional Team convened 10 API women survivors and advocates to come together to discuss their experiences of harm and healing from domestic violence as API women. In April 2013, the Central Valley Team convened 16 Hmong survivor advocates to share stories about what keeps them from getting help and about their experiences as advocates. In November 2013, the Los Angeles Regional Team convened a group of six API survivors to critically explore community and personal

		understandings of domestic violence and its harm.
	4. Convene the two final regional trainings for immigrant or refugee organizations, reaching and provide technical assistance throughout the project.	Completed. The Los Angeles Regional Team convened a group of 6 API survivors. Each survivor received one-on-one coaching from a volunteer advocate for six months.
East Los Angeles Women's Center (ELAWC)	1. All partners will increase their capacities to implement an effective Promotora program model.	Completed. ELAWC has successfully trained all three community partners (i.e., Instituto para la Mujer de Hoy, YWCA-Greater Los Angeles, and Lideres Campesinas) on the <i>Promotoras Contra La Violencia</i> curriculum.
	2. Develop and implement evaluation methods to determine the efficacy of the culturally competent <i>Promotoras Contra La Violencia</i> curriculum.	Completed. ELAWC hired a consultant to evaluate the <i>Promotoras Contra La Violencia</i> curriculum. The evaluator used intake assessments and pre/post surveys for 148 Latina participants completing the curriculum. The Year 1 Evaluation Findings report was completed in September 2013.
	3. Each partner will develop a plan for outreach to prospective Promotoras/volunteers.	Completed. ELAWC coached each partner on developing written outreach plans that were relevant to each of their communities. Each outreach plan contained the primary goal, objectives, and target audience.
Humboldt Domestic Violence Services (HDVS)	1. Hire a tribal liaison and at least one intern from the Humboldt State University Sociology Department to conduct data collection on the rates of domestic violence among local tribes and services available to those victims. HDVS will also hold two key meetings with Inter-Tribal Women's Advocacy Network (ITWAN), a key partner.	Completed. HDVS hired a tribal liaison and two interns from the Humboldt State University Sociology Department. <i>Subsequently, the two interns graduated and moved away, so hired another intern to replace them.</i> Data collection is complete and is being compiled into a resource guide and 40-hour domestic violence training curriculum which should be ready in October 2014. HDVS met more than twice with ITWAN. In addition, the tribal liaison has met with the Northern California Tribal Healing Coalition (NCTHC) and participated in NCTHC's Planting Seeds of Change conference.
	2. ITWAN will develop a cultural competency curriculum and implement at least one training for one non-Native agency that provides services to Native domestic violence victims.	Completed. HDVS conducted two trainings, including a panel discussion of issues related to tribal communities. The panel discussion was attended by over 400 tribal members as well as non-Native attendees.
Interval House (IH)	1. Convene ANFVR ² full membership at least 10 times to encourage on-going recruitment of members, to increase	Completed. The Network met over 10 times in person and had one telephone conference call.

² AFVR is a network of male and female African American advocates, faith leaders, survivors, interested community members, students, scholars and other professionals committed to addressing domestic violence in the African American community.

	collaboration, and attract new stakeholders.	
	2. ANFVR will identify six special days each year for the African American and Black immigrant community to schedule domestic violence awareness events, not including Domestic Violence Awareness month. ANFVR will hold an awareness event or partner with a community institution to celebrate or observe.	Completed. The Network scheduled and implemented awareness events with other community partners. The Network tied events to special days of observance including Juneteenth Celebration, Kwanza, and Black History Month. In October 2012, the network held three major awareness events via Domestic Violence Awareness Month. A Network domestic violence awareness forum was held at a prominent African American congregation in LA in October 2012.
	3. Conduct an in-house evaluation to assess the strengths, resources and needs regarding domestic violence in the African American community. Two hundred African American men and women will be surveyed or will participate in one of six focus groups.	Completed. Staff and an evaluator developed several instruments for assessing and measuring levels of awareness of domestic violence and resources to prevent and minimize the impact of such violence in the target community. Staff surveyed participants attending community service, faith-based, educational, and wellness events. In addition, three focus groups were held to gather information from unique sub-populations and provide education about intimate partner violence.
	4. ANFVR will plan and implement a conference during Domestic Violence Awareness Month, targeting African American and Black immigrant communities, faith community, domestic violence service providers, and diverse educators and relevant academic disciplines.	Completed. ANFV sponsored a two-day domestic violence community awareness event, "Calling All Men", in partnership with Engaging Men Project. The goal of this conference was to increase community awareness regarding role/responsibility of men and boys in ending gender based violence against women and girls. The conference was attended by 225 people and increased awareness of inter-personal violence/domestic violence in African American and Black immigrant communities in the Greater Los Angeles, Orange County and Inland Empire regions of Southern California.
	5. The use of social media will be developed and manifested as a website, blog capacity, use of instruments such as Twitter, Facebook, etc. There is an existing website and logo on which to develop additional branding, so the timeline for this objective would be initiated January 2012 as central to announcing the project and recruiting.	Partially Completed. IH was slowed down by restrictions of federal approval for social media content. The Network has a Facebook presence and a website, both of which will be analyzed and maximized in the future as part of overall communication strategies. The organization was able to use their Facebook presence to highlight the role that Network played in "Engaging Men" conference and record a public service announcement that was uploaded to the Network's Facebook page.
Inter-Tribal Council of California (ITCC)	1. Identify up to three domestic violence agencies to be learning	Completed. ITCC identified three partner agencies as Learning Partners: Rural Human

	partners, host an initial orientation meeting, and develop a plan to support cultural competency training with these agencies.	Services (RHS), Humboldt Domestic Violence Services (HDVS), and Feather River Tribal Center (FRTHC).
	2. Identify and engage an expert panel to review and revise curriculum on cultural competency (related to tribal communities) training for non-Tribal service providers.	Completed. ITCC conducted its Tribal Subject Matter Expert Panel Session on September 12, 2012 in Sacramento. The panel reviewed the curriculum and discussed additional community needs that need to be addressed. The dialogue, guidance and direction from this gathering refined the power point presentation and testimonials embedded in the cultural competency training curriculum.
	3. Work with partners to identify, conduct outreach, and engage up to 15 external partners in Tribal communities to participate in a two-day cultural competency training.	Completed. ITCC conducted a cultural competency training with Rural Human Services (RHS) and Feather River Tribal Health Center (FRTHC) on February 26-27, 2013 at Elk Valley Rancheria. In addition, a one-day cultural competency training was conducted on September 11, 2013 at Mooretown Rancheria.
	4. Facilitate training of trainers for at least five participants in target area(s) that work with Tribal communities to deliver ongoing cultural competency training for non-Tribal programs, services, and providers.	Completed. Conducted a two-day cultural competency training of trainers offered to eight participants on June 19-20, 2013 at Sacramento, California.
	5. Conduct and evaluate a statewide two-day cultural competency training session for at least 25 participants.	Completed. ITCC conducted a two-day domestic violence and sexual assault training on October 17-18, 2013 that was held at the California Rural Indian Health Board conference room in Sacramento. The conference was purposely scheduled during the Auburn Big-Time Pow-wow event, at which ITCC hosted the candle light vigil.
Korean American Family Services (KFAM)	1. Assemble the Korean Domestic Violence Response Network (the Network) consisting of 4 ³ Korean/API domestic violence service providers to develop a cohesive and integrated system of care to underserved Korean domestic violence victims.	Completed. KFAM assembled The Network consisting of 4 Korean and Asian Pacific Islander domestic violence service providers.
	2. Conduct a needs assessment of the Network providers and that of the Korean community of Greater LA. Identify existing resources,	Completed. KFAM's evaluation consultant completed the strengths and needs assessment in January 2013. The assessment involved staff interviews with all

³ KFAM initially aimed to assemble a DV Response Network consisting of five DV service providers. Due to challenges with one of the potential Network partners, KFAM decided to work with four Network partners (instead of five) and subsequently amended this grant objective to reflect these changes.

	needs, gaps in services, and the training needs of each agency.	four partners, a focus group of past/current clients of the partners, surveys to a hundred Korean faith leaders, and interviews with broad-based domestic violence service agencies that provide services for Koreans. The evaluation consultant summarized the findings from the strengths and needs assessment in written reports and shared them with the Network partners.
	3. Convene quarterly meetings to refine the implementation plan, conduct trainings, share resources, coordinate services, build capacity, and track progress toward project goals.	Completed. The Network consistently met every quarter to share resources, provide trainings, and identify cultural competency and service issues. The Network also tracked clients and services and submitted monthly reports to KFAM to measure coordination between Network partners. The Network participated in inter-agency trainings on trauma-informed care, mental health services, and case management.
My Sister's House (MSH)	1. Support Casa de Esperanza and WC-YFS to enhance their ability to do outreach to members of their local API community; review their existing policies and practices for serving API women; develop CC Plans for their agencies; and implement key elements outlined in their plans.	Completed. With the support of MSH, WC-YFS and Casa de Esperanza revised and reviewed their existing policies for serving API women, developed CC plans, and increased awareness among staff of cultural dimensions. In addition, WC-YFS and Casa de Esperanza completed, respectively, 132 and 54 outreach contacts with the API community.
	2. Partner with Casa de Esperanza and WC-YFS to assist the Sexual Assault and Domestic Violence Center (SADVC), Stand-up Placer, and two additional domestic violence agencies to review and revise their existing policies and practices for serving API women.	Completed. MSH partnered with Casa de Esperanza, WC-YFS, Stand Up Placer, SADVC, Alliance for Community Transformations, and Tri-Valley Haven. All six partner agencies revisited their existing policies and practices for serving API women. They developed and presented their updated comprehensive CC plans to each other at the last partner meeting.
	3. Work with Casa de Esperanza and WC-YFS to conduct targeted outreach to API communities, engage at least 10 API community leaders, and develop a public service announcement to inform API communities about domestic violence services.	Completed. Both Casa de Esperanza and WC-YFS conducted targeted outreach to API communities, engaging at least 10 API community leaders. By December 1, 2012, Casa de Esperanza and WC-YFS created a public service announcement that was shown at least 60 times on Crossings Television, the Central Valley's only ethnic television station. The PSA is featured on the MSH website.
	4. Work with all six partner agencies to develop a video highlighting culturally competent practices of various DV organizations to be shown in the Central Valley on Crossings TV.	Completed. MSH worked with all six partner agencies to develop a video highlighting culturally competent practices of various DV organizations and was shown on Crossings Television.
	5. Plan and host a one-day conference in Sacramento to	Completed. MSH hosted the Stepping Stones conference in Sacramento on

	promote culturally competent practices for all interested DV organizations from across the state of California.	November 12, 2013. The conference allowed over two dozen DV organizations to: 1) learn how different DV shelters address cultural competency, 2) understand the nuances of working with API communities; and 3) identify on-going steps to improving a domestic violence organization's cultural competency plan.
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Appendix E. Summary of Peer Exchanges

Community Partners	BSAV CC CP	Site Visit	Conference	Workshops	Conference/Workshops
APIIDV	<ul style="list-style-type: none"> • APIIDV • AWS • KAFSC • MSH 	X	X		Three day convening (6/30 – 7/2) for underserved API and new immigrant communities focused on best practices for advocacy, supporting children, context building, org. sustainability, survivor leadership
Asian Women's Shelter	<ul style="list-style-type: none"> • APIIDV • AWS • KAFSC • MSH 	X	X		Three day convening (6/30 – 7/2) for underserved API and new immigrant communities focused on best practices for advocacy, supporting children, context building, org. sustainability, survivor leadership Visited MHS
Korean American Family Service Center	<ul style="list-style-type: none"> • APIIDV • AWS • KAFSC • MSH 		X		Three day convening (6/30 – 7/2) for underserved API and new immigrant communities focused on best practices for advocacy, supporting children, context building, org. sustainability, survivor leadership
My Sister's House	<ul style="list-style-type: none"> • MSH • WC-YFS • CDE • APIIDV • AWS • KAFSC • MSH • RHS/HH • MSH 	X	X	X	API workshop by Sujata Warrior on Cultural Competency with Dr. Sujata Warriar on November 12th in Sacramento Three day convening (6/30 – 7/2) for underserved API and new immigrant communities focused on best practices for advocacy, supporting children, context building, org. sustainability, survivor leadership Technical assistance to help RHS with Hmong outreach, prevention, and advocacy. Staff at RHS will come to MSH to observe service delivery. Hosted a SV w/ AWS
Casa de Esperanza	<ul style="list-style-type: none"> • MSH • WC-YFS • CDE 		X	X	API workshop by Sujata Warrior on Cultural Competency with Dr. Sujata Warriar on November 12th in Sacramento
Women's Center of San Joaquin County	<ul style="list-style-type: none"> • MSH • WC-YFS • CDE 		X	X	API workshop by Sujata Warrior on Cultural Competency with Dr. Sujata Warriar on November 12th in Sacramento

Rural Human Services*	<ul style="list-style-type: none"> • RHS/HH • MSH 				Technical assistance to help RHS with Hmong outreach, prevention, and advocacy. Staff at RHS will come to MSH to observe service delivery.
CA Black Women's Health Project	<ul style="list-style-type: none"> • CABWHP • Jenesse • ITCC 	Y			Three site visits + convening to discuss best practices in advocacy and cultural competent service delivery to African American and immigrant communities in July and August
Inter-Tribal Council	<ul style="list-style-type: none"> • CABWHP • Jenesse • ITCC 	Y			Three site visits + convening to discuss best practices in advocacy and cultural competent service delivery to African American and immigrant communities in July and August
Jenesse	<ul style="list-style-type: none"> • CABWHP • Jenesse • ITCC 	Y			Three site visits + convening to discuss best practices in advocacy and cultural competent service delivery to African American and immigrant communities in July and August