



THE INFRASTRUCTURE OF MOVEMENT BUILDING:

A SOCIAL NETWORK ANALYSIS BASELINE OF THE FREEDOM RISING BRAZIL PROGRAM

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KEY TERMS AND DEFINITIONS¹

Betweenness centrality: Measures how many times an element lies on the shortest path between two other elements. In general, elements with high betweenness have more control over the flow of information and act as key bridges within the network. They can also be potential single points of failure.

Bridges and bottlenecks: Individuals with high levels of betweenness centrality.

Closeness centrality: Measures the distance each element is from all other elements. In general, elements with high closeness can spread information to the rest of the network most easily and usually have high visibility into what is happening across the network.

Clusters: Groups of people interacting with each other.

Connections: Lines drawn between elements (nodes) on the map, representing a linkage between the two points.

Degree: The number of connections an element has. In general, elements with high degrees are the local connectors/hubs but aren't necessarily the best connected to the wider network.

Elements (nodes): Individual points on the map, For this evaluation, elements either represent individuals or organisations.

In-degree: The number of incoming connections for an element. In general, elements with high in-degree are the leaders, looked to by others as a source of advice, expertise, or information.

Incoming connections: The people or organisations indicating that they know an individual/organisation (regardless of whether or not they are likewise known by the individual/organisation).

Information spreaders: Individuals with high values of closeness centrality.

Network density: The total number of connections divided by the total number of possible connections. In general, higher network density translates to overall higher connectivity of the network.

Network leaders: Individuals with high in-degrees; individuals who are highly visible throughout the network.

Network weaving: Creating new or strengthening relationships between members of a social network(s).

Outgoing connections: The people or organisations an individual knows or interacts with.

Sub-network connectors: Key actors who connect smaller networks to the larger network and have high levels of degree centrality (degree).

¹ Sourced from Kumu (2023). 'Metrics', *Kumu*. Available at: <https://docs.kumu.io/guides/metrics>. (Accessed 04 June 2024).

EXECUTIVE SUMMARY

ABOUT THE BASELINE

As a baseline, this evaluation assesses the current state of the Freedom Rising (FR) program's second Brazilian cohort's network of relationships. The evaluation is designed around key questions regarding the nature and outcomes of network building. The baseline comprises a mixed-methods design and analysis using qualitative, quantitative and network-based instruments. Data collection was conducted via a visioning exercise, a social network analysis (SNA) survey and a sensemaking session. In addition, the design is informed by a liberatory (empowering and decolonising) and equitable evaluation framework.

RESULTS

Clusters are already present within the cohort network. Specifically, there are five clusters of various sizes with three individuals within the network playing several roles in bridging clusters. However, with a network density of less than 7 percent, there is much room for growth in the network. Participants are most likely to be interacting on a weekly basis. Individuals are most often interacting to share information with each other (76 percent of connections).

Geography plays a crucial role in uniting different clusters. In addition, organisations that prioritise working with survivors are well-connected to each other. At the same time, more than 25 percent of survivors have no connection to other survivors, while cohort members who identify as survivors have half the number of connections as those who do not.

Survivors are also less powerful within the cohort network – participants identified only 25 percent (2) of survivors as powerful individuals and only 3 of 10 cohort network leaders (identified algorithmically) are survivors. However, more than 50 percent of network leaders are from underrepresented racial groups.

Organisations within the cohort partner with an average of 10 external organisations. In addition, about half (49 percent) of respondents strongly felt that the broader anti-slavery network was glued together by unity, shared purpose and strong interpersonal connections. Survivors were far more likely to view the movement positively than non-survivors. Meanwhile, participants identified "a scarcity mindset" as the biggest challenge for the movement.

RECOMMENDATIONS

The findings support a program design focused on ongoing network weaving activities, in addition to the current residential capacity building events. Ideally, this would be achieved through targeted support to cohort members interested in playing network weaving (connecting) roles, rather than through the FR program acting as a central hub of coordination. Other relevant steps could include:



Exploring opportunities for and barriers to deepening the quality of relationships, particularly between survivors and the rest of the network, and between survivors.



Building on the sentiment, expressed by participants during the visioning and the sensemaking exercises, that "affection is revolutionary."



Providing targeted insights to organisations and/or encouraging them to directly explore the network maps produced by this study.



INTRODUCTION

Human networks – the web of relationships among people – are a fundamental organising aspect of human societies. They are vital for the flow of trust, solidarity and other forms of social capital, as well as information, ideas and resources. Despite this importance, relationship and network building initiatives are often considered abstract and intangible and are largely left out of traditional program models. For example, network literature notes that “it is quite common...for foundations to invest tremendous resources in individual organisations – and expect them to create an outsized impact – without investing in the collaborative infrastructure that allows multiple organisations to combine their efforts in powerful ways.”²

SNA can bring rigour to the study of networks as well as strategic insights to those looking to strengthen them. To this end, from December 2023 to April 2024, the Freedom Fund commissioned Ignited Word LLC to conduct a SNA baseline evaluation of its FR program in Brazil. The Freedom Fund believes that “lack of investment in diverse frontline leadership is preventing the anti-slavery movement from reaching its full potential.” Specifically, FR is a “transformative leadership program that aims to provide space for leaders to reflect, analyse, experience, practice and take action to achieve change.”³

As a baseline, the evaluation assesses the current state of the second Brazilian cohort’s network (split into two groups according to attendance at a residential program) and its members’ relationships. The evaluation questions have been designed and/or selected with the following objectives: hold space for FR participants to define their own network visions and areas of exploration; help finalise and provide data to Freedom Fund on indicators within its measurement framework and theory of change; and address evaluation objectives expressed in informational interviews.

The evaluation is designed around key questions⁴ regarding the nature and outcomes of networking. With FR participants – many of whom have lived experience of modern slavery – deliberately accorded power and influence within the evaluation process, the questions have therefore been divided into staff-led and participant-led questions as follows:

STAFF-LED EVALUATION QUESTIONS:

- 1 Do relationships reflect an increase in collaboration?
- 2 To what extent and how have participants deepened and diversified their relationships with others in their cohort?
- 3 What commonalities help explain the connections participants are building and deepening? What are their points of homophily, such as shared purpose, common populations of focus, similar tactics and strategies, shared language or geography, etc.?
- 4 Are participants increasing the amount of information they share through their networks?
- 5 Do collaborations reflect the willingness to shift power towards lived experience leadership?
- 6 Are participants building more diverse connections, for example, with anti-slavery actors and leaders with lived experience of modern slavery or from historically marginalised communities?
- 7 Are participants building new connections with the rest of the anti-slavery movement at different levels (that is, local, national, global)?

² Ehrlichman, D. (2021). *Impact Networks*. Berrett-Koehler Publishers, p.26.

³ Freedom Fund (2023). *Draft Freedom Rising Program Guide*. Internal Freedom Fund report. Unpublished.

⁴ The sequence of the evaluation questions has been re-ordered within this document to improve flow.

PARTICIPANT-LED EVALUATION QUESTIONS:

- 8** Are people in the network demonstrating dedication to the cause, hope, positivity and love?
- 9** Is the network plagued by a lack of passion/dedication, toxic power dynamics, a scarcity mindset, the (overwhelming) size of the challenge and high turnover rates at organisations?
- 10** Are people in the network building partnerships/collaborations, exchanging information and ideas and providing general support to each other?
- 11** Is the network glued together by unity, shared purpose and strong interpersonal connections?



METHODOLOGY

The baseline comprises a mixed-methods design and analysis using qualitative, quantitative and network-based instruments. In addition, the design is informed by a liberatory (empowering and decolonising) and equitable evaluation framework, in keeping with evaluation best practice as well as the power-shifting objectives of the FR program. The evaluation team took several steps to build trust with participants, including through informational interviews, based on which they determined that the original evaluation design might have unwittingly exploited power dynamics. In response, they proposed a new evaluation component – the visioning exercise – along with practical adjustments such as conducting the survey live so that the team’s Brazilian researcher could be present to address questions and allay concerns. The team also conducted two sensemaking sessions – one primarily for cohort members and one for Freedom Fund staff – which, in addition to the steps described above, made the research more participatory, empowering and utilisation-focused. Input from both sessions has also been woven into this report as a data source.

VISIONING EXERCISE

Prior to the first session of the FR residential program, the Ignited Word research team conducted a visioning exercise as part of the SNA. Ignited Word’s Brazil-based researcher collected data from four FR participants via individual WhatsApp video calls. Distinguishing itself from conventional phone interviews, the exercise asked respondents to conceptualise an imagery by articulating their thoughts through emojis, GIFS and other graphics. The approach aimed to unveil a deeper, more nuanced understanding of the anti-slavery movement from the perspective of participants, navigate any issues stemming from low literacy levels and address power dynamics by including participants in the research design process, thus helping the evaluation to “move at the speed of trust.”

During the exercise, participants engaged with three key inquiries: outlining their present and past affiliations with others fighting unfair labour practices in Brazil, articulating their desired trajectory for change in the upcoming years and identifying barriers to network expansion. Findings from the exercise were thematically coded, the images were used to create a vision board (see Annex 3), and text and images were directly incorporated into the network survey that was administered to all residential participants as well as into the program’s results framework.

DIGITAL SURVEY

Using Alchemer software, the research team built a SNA survey including 10 questions with piping logic incorporated to adjust content displayed based on respondent input. Participants answered the survey during the first day of the residential. The response rate to the survey was 100 percent, with all 40 participants who attended the first day answering the networking questions. A few individuals did not complete the survey in its entirety. Specifically, four participants (10 percent) completed the network questions but did not complete the survey in its entirety. Even though the survey was available in three languages – Portuguese, Spanish and English – almost all (95 percent or 38/40) of the participants used the Portuguese version of the survey.

COHORT SENSEMAKING SESSION

The researchers conducted a two-hour virtual sensemaking session in Portuguese on April 2, 2024, via Zoom with more than 30 cohort members and local FR staff to review the preliminary findings from the survey. Throughout the event, participants saw network maps of the individuals and organisations represented in the cohort and provided insight into what they saw and what they felt the data meant. Participants were able to make comments in the Zoom chat, speak verbally, or respond anonymously using the online polling platform Menti.

Another sensemaking session was conducted on May 2, 2024 with Freedom Fund team members. During which, participants interacted with similar network maps of individuals and organisations and discussed the preliminary research findings.

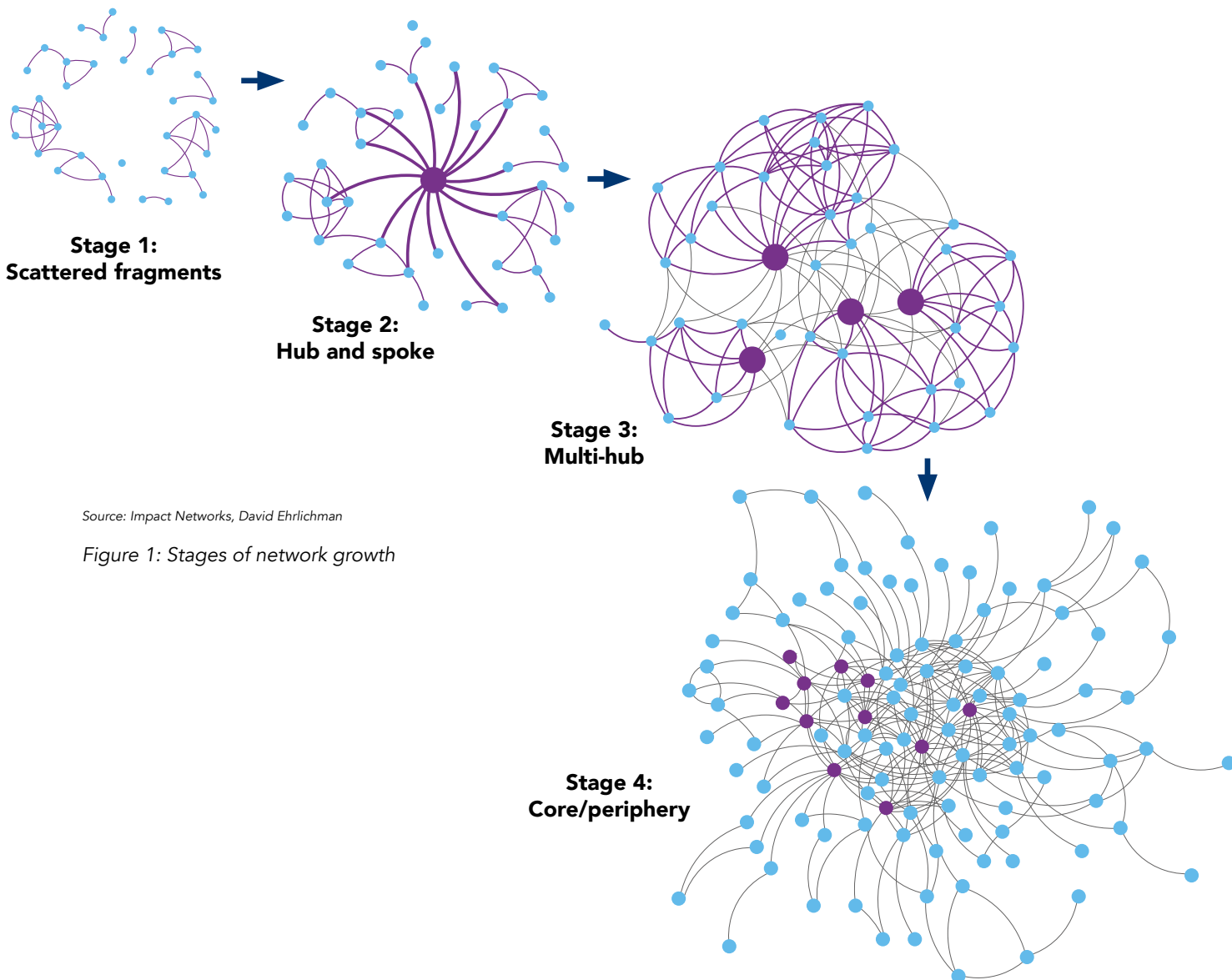
RESULTS

The findings of the study have been organised according to the evaluation questions identified previously:

Q1: Do relationships [among cohort members] reflect an increase in collaboration?

Clusters of various sizes are already present within the cohort. There are five clusters in this network, with clusters defined as members who are highly connected and more likely to interact with each other than with others outside.⁵ The presence of clusters is the earliest signal that networking is taking place, representing the first stage of network formation, according to a model of network growth described by impact network practitioner David Ehrlichman.⁶ (See Figure 1)

Stages of network growth



Source: *Impact Networks*, David Ehrlichman

Figure 1: Stages of network growth

⁵ Kumu (2015). 'Introducing Community Detection.' Kumu Blog, <https://blog.kumu.io/introducing-community-detection-4d716d92c2b9> (Accessed April 17 2024).

⁶ Ehrlichman, D. (2021). *Impact Networks*. Berrett-Koehler Publishers, p.20.

An emerging network

Network density 6.79%*

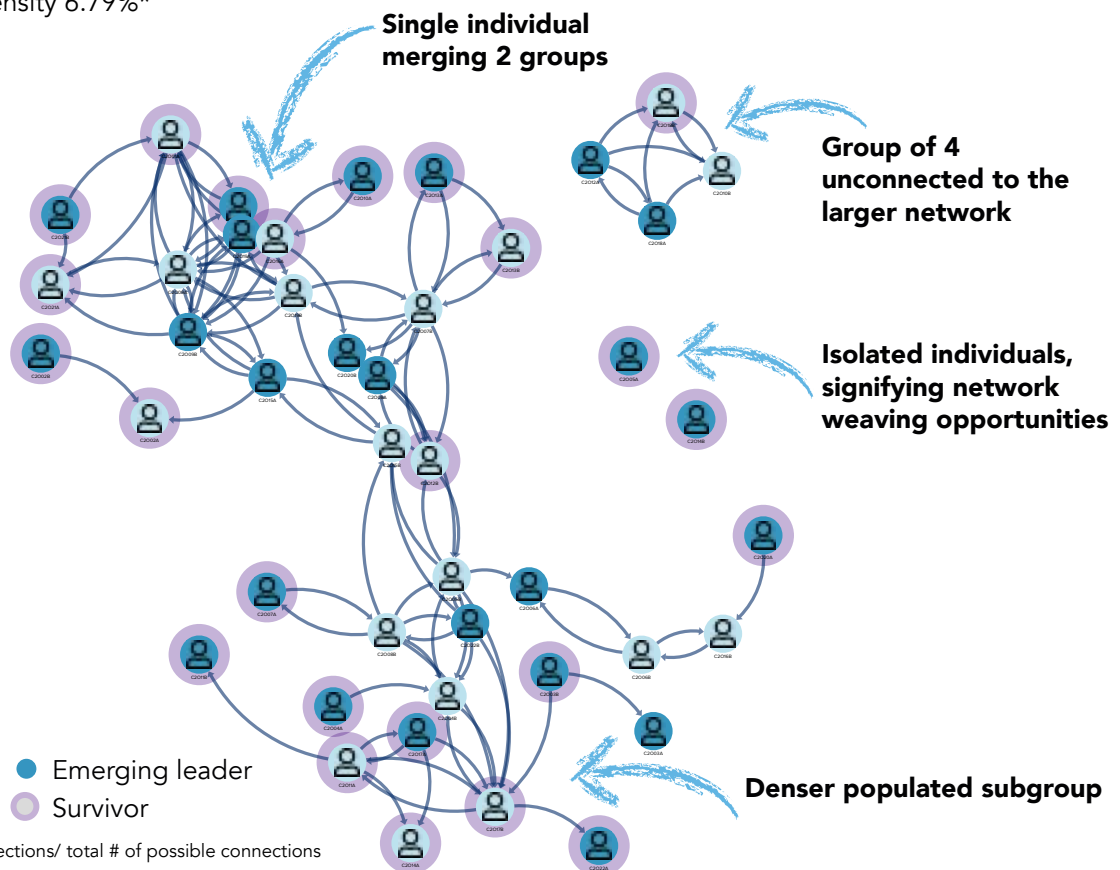


Figure 2: An emerging network

Specifically, the cluster sizes are: one cluster of three, one of four and three clusters with six or more nodes. This is significant because the network survey was conducted at the very start of the residential program, when, presumably, participants were just beginning to establish connections. Despite the existence of clusters of different sizes, with a network density⁷ of less than 7 percent, there is still plenty of room for increasing connectivity.

Key individuals/connectors are serving as bridges between clusters. When clusters are present within networks, it often takes a central convening function to connect communities that would otherwise remain disparate and in separate informational and relational “bubbles.” The presence of connecting individuals in the FR cohort network, who can serve as bridge builders between the clusters, places the cohort in Stage 3 of network development (see Figure 2). Some central coordinating activities (in this case the FR program) may still be necessary to deliberately strengthen connectivity between clusters – a hub-and-spoke (Stage 2) model. However, the fact that the FR cohort already has several individuals who bridge clusters at such an early stage of the program is well worth noting. Over time, the network should grow into a core-periphery pattern (Stage 4) with a dense cluster of well-connected individuals and organisations in the middle – and highly involved in the work of the network – and less well-connected entities in the outskirts.

Participants are most likely to connect weekly. For each of the connections they identified, participants were asked to specify how frequently they communicate. While 39 percent of the connections (41 total) happen on a weekly basis (the most frequent amount), another 27 percent of connections happen monthly and 34 percent happen yearly. This suggests relationships preceding the FR program.

Three individuals play top roles across various network functions. Various network metrics can determine variously who are the network-wide information spreaders, bridges and network leaders⁸ (see Figure 3 for more details), whereas another type of metric (sub-network connectors) shows who is well-connected within clusters. When the top five best connected individuals within these categories

⁷ A ratio of the number of connections to the number of possible connections.

were compared, it was found that while a variety of individuals performed specialised functions in keeping the network together, three in particular – coded during the research process, for anonymisation purposes, as CNO05B, CNO07 CNO17B – played a combination of three or more roles (information spreaders, bridges and bottlenecks, network leaders and sub-network connectors).

SELECTED SENSEMAKING COMMENTS:

Some people are the centre of connection and others have none. It means we need to establish new connections among ourselves.

A group of organisations is connected with one or two organisations that connect with 50 percent of the organisations and the other 50 percent are more isolated. I see great potential for connection during the program.

After this [sensemaking] meeting we learned that we must multiply...we cannot keep to ourselves. So, this network is so important.

Three individuals play top roles across various network functions





Ranking	 Information spreaders High closeness centrality	 Bridges & bottlenecks High betweenness centrality	 Network leaders High in-degree	 Sub-network connectors High degree centrality	Participant C2005B <ul style="list-style-type: none"> Established leader Survivor Women cis-gender Black Heterosexual São Paulo
#1	C2008B	C2005B	C2009A	C2009A	Participant C2007B <ul style="list-style-type: none"> Established leader Survivor Women cis-gender Black Heterosexual Minas Gerais
#2	C2022B	C2007B	C2009B	C2099B	
#3	C2005B	C2019B	C2017B	C2007B	Participant C2017B <ul style="list-style-type: none"> Established leader Survivor Women cis-gender Black Heterosexual São Paulo
#4	C2007B	C2017B	CC2001A	C2005B	
#5	C2016A	C2012B	C2005B	C2017B	

Figure 3: Network functions

⁸ Not to be confused with the broader definition of “leader” within the FR program, the term “network leaders” in the context of this evaluation refers to individuals with high levels of “In-degree” or incoming connections. These individuals have high visibility within the network (see Figure 3 for more details).

Q2: To what extent and how have participants deepened and diversified their relationships with others in their cohort?

Moving beyond the pattern of connections within the cohort network, this question concerns itself with the nature of those connections.

As shown in Figure 4, individuals are connecting mostly to share information (80/106 connections or 76 percent). This is followed by connecting to collaborate on a project (63/106 or 59 percent of connections), to provide emotional support (40/106, 38 percent of connections) and to share resources (24/106, 23 percent connections). The fact that collaboration, a later-stage relationship outcome, is already happening at this stage is significant and would seem to indicate relationships preceding the residential program.⁹ This might indicate a naturally high level of interconnectedness among leaders within the anti-slavery movement in Brazil, reflecting the current state and dynamics of the movement within the country







Types of connection	Total # of connections (One-way)	% of connections (# of connections / # of total connections)	Network density (# of connections / # of possible connections)	% of connections outgoing from survivors
 Emotional support or encouragement	40	37.7 (40/106)	2.6% (40 / (40*39))	5.0% (22/40)
 Sharing resources (e.g. money, materials, or physical space)	24	22.6% (24/106)	1.5% (24/(340*39))	45.8% (11/24)
 Sharing information or ideas	80	75.5% (80/106)	5.1% (80/(40*39))	37.5% (30/80)
 Collaborating on a project	63	59.4% (63/1106)	4.0% (63/(40*39))	34.9% (22/63)
TOTAL	106	100%	6.8% (106.(40*39))	36.8% (39/106)



Figure 4: Types of connections

The most highly connected individuals in the cohort tend to be Black, heterosexual and cis-gender, non-survivors and established leaders. However, this finding should be interpreted alongside the overall demographics of the cohort (see Annex 1).

The two most connected individuals represent the same organisation: Centro de Apoio e Pastoral do Migrante. All other participants positioned in the top 25th percentile of connectivity represent different organisations.

Selected sensemaking comments:

 *The emotional support is more present in small groups, the greater connection occurs in project collaboration...* 

 *I notice that emotional support is still very fragmented and many isolate themselves. In project collaboration, people talk more, yet there are people who are not connected to anyone.* 

⁹ The survey allowed respondents to indicate more than one type of connection with others..

Q3: What commonalities help explain the connections participants are building and deepening? What are their points of homophily, such as shared purpose, common populations of focus, similar tactics and strategies, shared language or geography, etc.?

The principle of homophily (or “birds of a feather flock together”) states that clusters and communities in networks are often bound by having something in common. For example, people who are in close geographical proximity to each other are more likely to form clusters, as shown in Figure 5.

Organisations that prioritise working with survivors¹⁰ are well-connected to each other. This cluster of organisations, described in Figure 6 and 7, has a much higher network density (15.5 percent) in comparison to others, such as those that identified women or Black women as priority populations (network density of 6.6 percent) or those focused on networking and mobilising communities (network density of 5.8 percent). In fact, this cluster’s network density is significantly higher than that of the entire network (8.9 percent). At the same time, the map also reveals two separate communities of such organisations that could, perhaps, benefit from being linked.

Geography plays a crucial role in uniting different groups

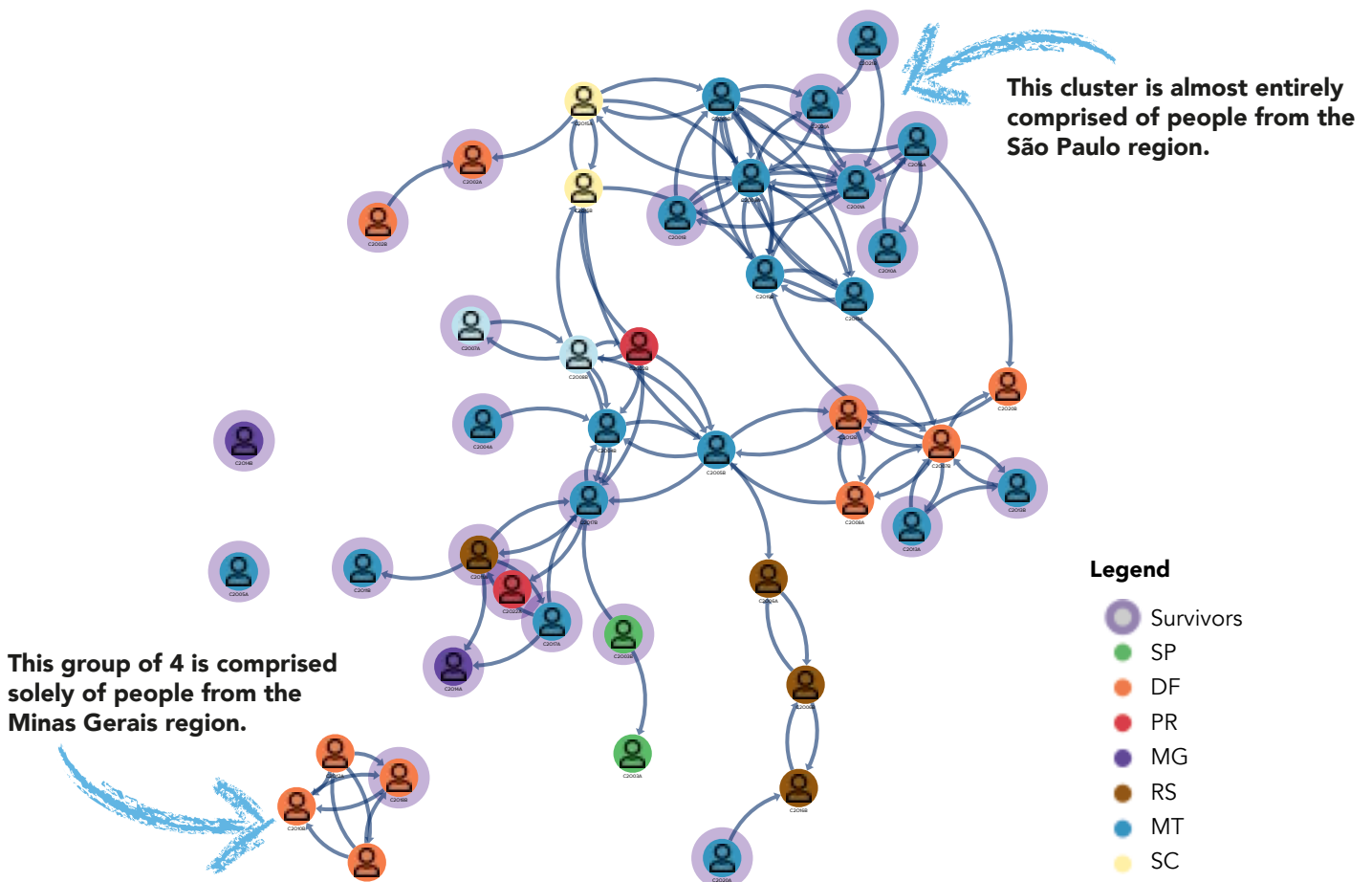


Figure 5: Geography of the network members

¹⁰ Within the same residential group, FR counts with the participation of two individuals representing an organisation that takes part in the program. For an organisation to be categorised as prioritising working with survivors, both participants representing the organisation needed to indicate this on the survey.

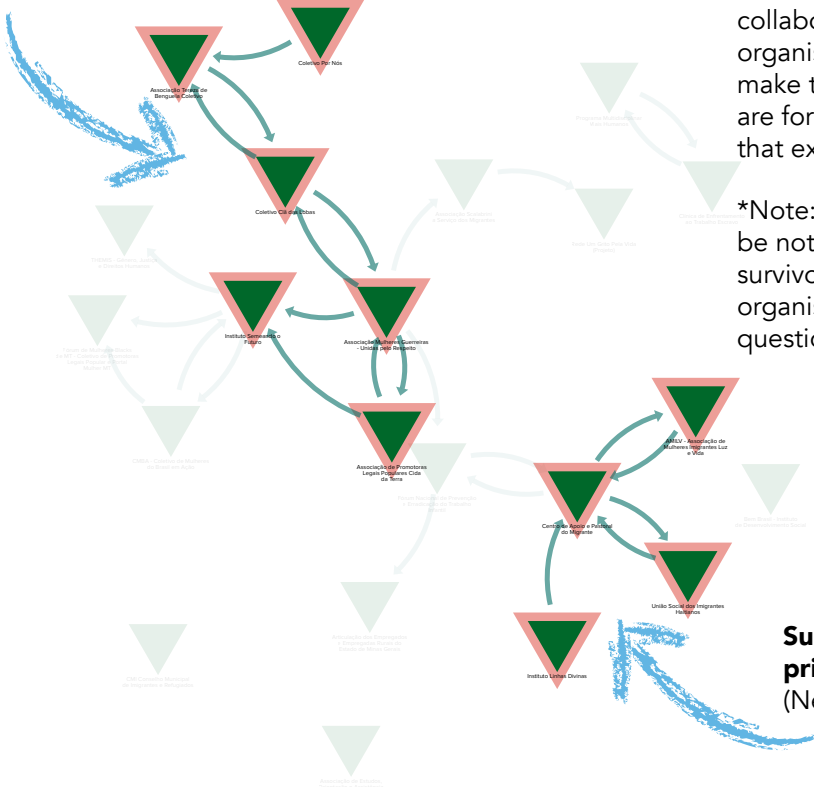
Organisations that prioritise working with survivors are well connected to each other

There are two major sub-networks growing among organisations that prioritise working with people with lived experience.

Sub-network or organisations that prioritise working with survivors.
(Network density = 30%)

Green triangles signify organisations represented in the cohort. The red shadow shows organisations that prioritise collaborating with survivors of slavery. All organisations represented in the graph make this a priority in their work, and they are forming sub-networks, perhaps due to that exact reason.

*Note: In order for an organisation to be noted as prioritising working with survivors, both cohort participants from the organisation needed to answer "Yes" to this question on the networking survey.



Sub-network of organisations that prioritise working with survivors.
(Network density = 40%)

Figure 6: Organisations that prioritise working with survivors

Connections between	Total # of organisations	Total # of connections (One-way)	Network density (# or connections / # of possible connections)
All cohort organisations	22	41	8.9% (41/(22*21))
Organisations with women / black women as a priority population	14	12	6.6% (12/(14*13))
Organisations focusing on networking and mobilising communities	13	9	5.8% (9/(13*12))
Organisations that prioritise working with survivors	11	17	15.5% (17/(11*10))

*Note: In order for an organisation to be considered as prioritising working with survivors, both participants representing the organisation needed to indicate this on the survey.

Figure 7: Connections between different types of organisations

More than 25 percent of survivors have no connection to other survivors. This represents an opportunity for future networking and relationship building, including for emotional support, which was an important category for network cohesion that participants themselves brought up in the visioning exercise.

Selected sensemaking comments:

“ [The] lack of relationship may be due to the physical distance between institutions. ”

“ Common themes connect us and bring us closer. Some topics are still not well known by some of our institutions. ”

“ ...the connections lack weaving a larger network linking these institutions. Working with and serving Black women is a very complex task because violence, labour, discrimination, and prejudice are linked. ”

Q4: Are participants increasing the amount of information they share through their networks?

Sharing information was the most commonly reported type of connection within the cohort (80/106, 76 percent of all connections). This is often the “low-hanging fruit” of relationships, requiring little risk and sacrifice, in contrast to more time and trust-intensive activities like emotional support and collaboration. Similarly, in the sensemaking session, participants called out the need to go beyond information-sharing and overcome “a scarcity mindset” in order to build deeper and richer relationships (see findings related to Q9, for more details on the scarcity mindset identified by participants).

Selected sensemaking comments:

“ In general, we collaborate a lot and exchange information in networks. Emotional support (self-care) is somehow relegated to the background. Resources seem to be scarce and therefore little shared. ”

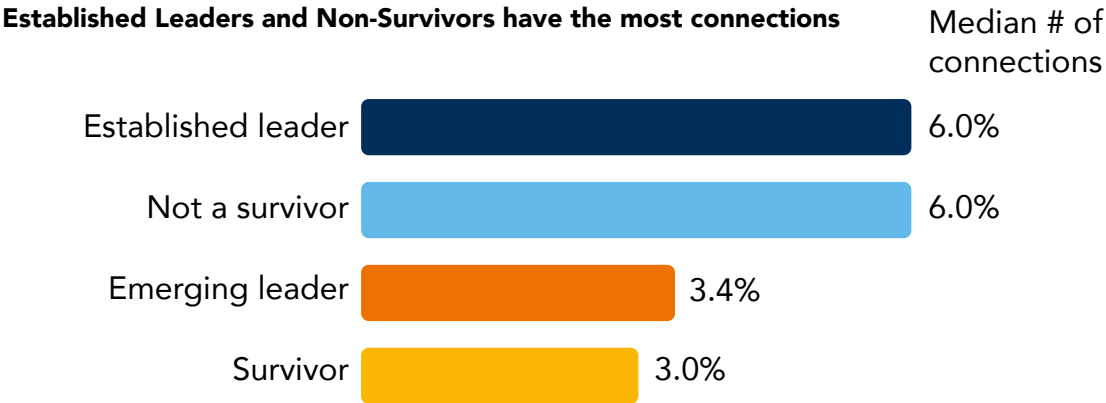


Figure 8: Leadership, survivor status and connectivity

Q5: Do collaborations reflect the willingness to shift power towards lived experience leadership?

A key objective of FR is to shift power to survivors – those with lived experience of slavery.

Cohort members who identify as survivors have half the number of connections as those who do not. Specifically, survivors have a median and average number of three connections, while the average and median number of connections for non-survivors is six (see Figure 8). For reference, the average number of connections across the entire cohort is five and the median is four. This means that survivors are markedly disadvantaged within the network compared to non-survivors.

Note, this gap in the number of connections is identical between established and emerging leaders. Established leaders, like non-survivors, have an average of six connections while emerging leaders, like survivors, have an average of three connections.

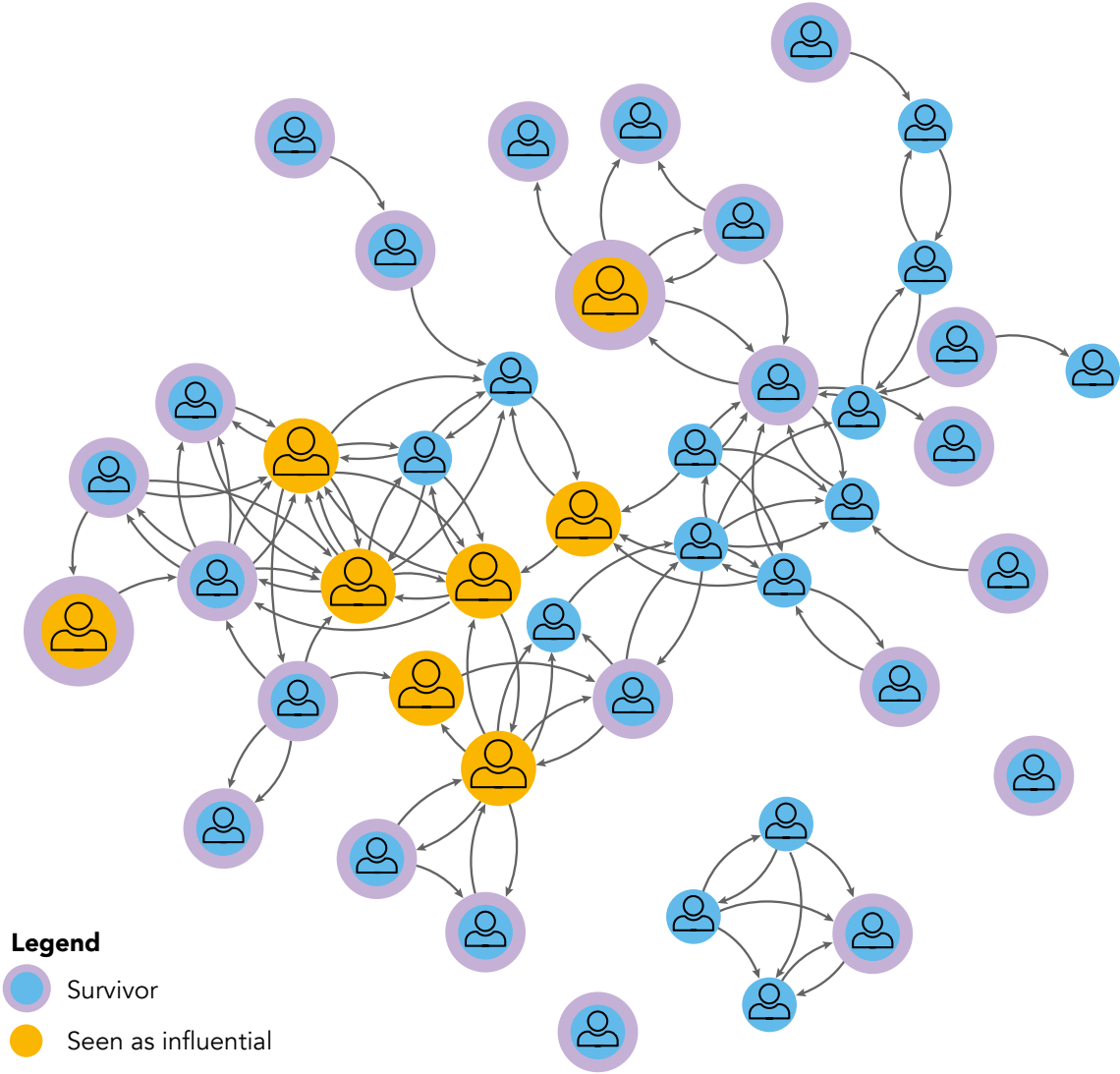


Figure 9: Individuals identified as power holders

Of the eight individuals identified by others as power holders, two are survivors. When asked to write-in some of the powerful people in the broader anti-slavery movement in Brazil, eight cohort members, comprising 20 percent of the entire cluster, were identified as key power holders (see Figure 9 for a visual representation of connections facilitated by key power holders in the network). Only two of these individuals identify as survivors, while five of the eight are established leaders – though the small size of the cohort should be noted alongside the interpretation of these results.

Selected sensemaking comments:

“ My impression is that often the intensity of [the] work limits the formation of networks. ”

Q6: Are participants building more diverse connections, for example, with anti-slavery actors and leaders with lived experience of modern slavery or from historically marginalised communities?

Only three of the top 10 network leaders (individuals with the highest incoming connections and thus greater visibility) are survivors. Again, the small sample size should be noted as a limitation.

Half of network leaders are from underrepresented racial groups. Five of the network leaders (50 percent) identify as Black or Indigenous. This percentage increases to 63 percent if we consider only participants with available data on racial identity (8/10).

Selected sensemaking comments:

“ The mentioned organisations and their related work reveal that the issue of gender and race stands out more than the topic of contemporary slavery. It shows many scars. ”

“ Almost everyone connected by feelings¹¹ are survivors. Does the fact that feelings are what most unites people relate to some cultural factor of Brazil? And the political aspect? ”

Q7: Are participants building new connections with the rest of the anti-slavery movement at different levels (that is, local, national, global)?

Within the survey, participants were given the option to write in names of organisations they partner with, thus giving a measure of the size of the broader anti-slavery movement, as organisations partnered with an average of 10 other organisations. However, as the names of these partner organisations were not available when the survey was being designed and participants were instead asked to name organisations during the survey, the interconnections with this broader network could not be assessed. To explore the spread of various types of organisations represented in the movement, see Figure 10 and 11, plus further details in Annex 2.

When asked to write-in a list of power holders in the anti-slavery movement, participants identified four organisations represented in the cohort, Associação Tereza de Benguela Coletivo, Bem Brasil – Instituto de Desenvolvimento Social, Coletivo Clã das Lobas and Instituto Linhas Divinas.

How is the cohort connecting with anti-slavery groups at different levels?

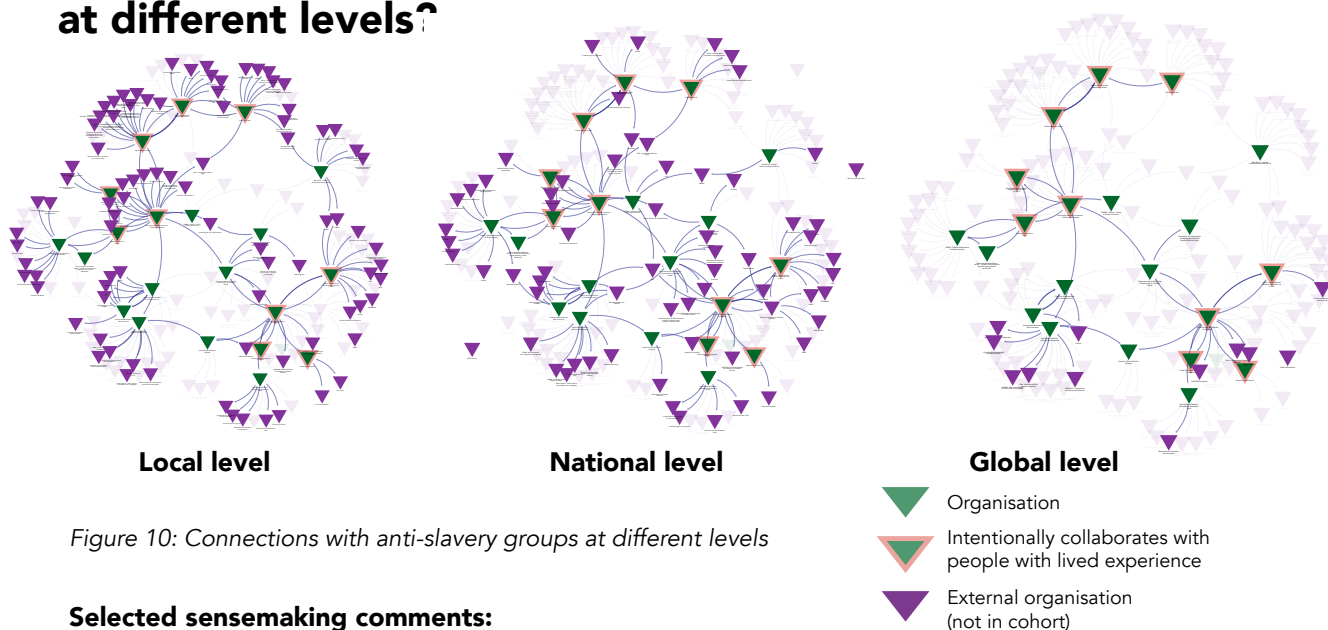


Figure 10: Connections with anti-slavery groups at different levels

Selected sensemaking comments:

“ Modern slavery is intrinsically linked to gender, migration, racism and other issues. Isolated work is limited to internal matters, which reveals the need for networked work. ”

¹¹ Referring, possibly, to connecting with the purpose of providing emotional support.

A snapshot of organisations in the anti-slavery movement in Brazil

Cohort organisations partner with an average of 10 external organisations.

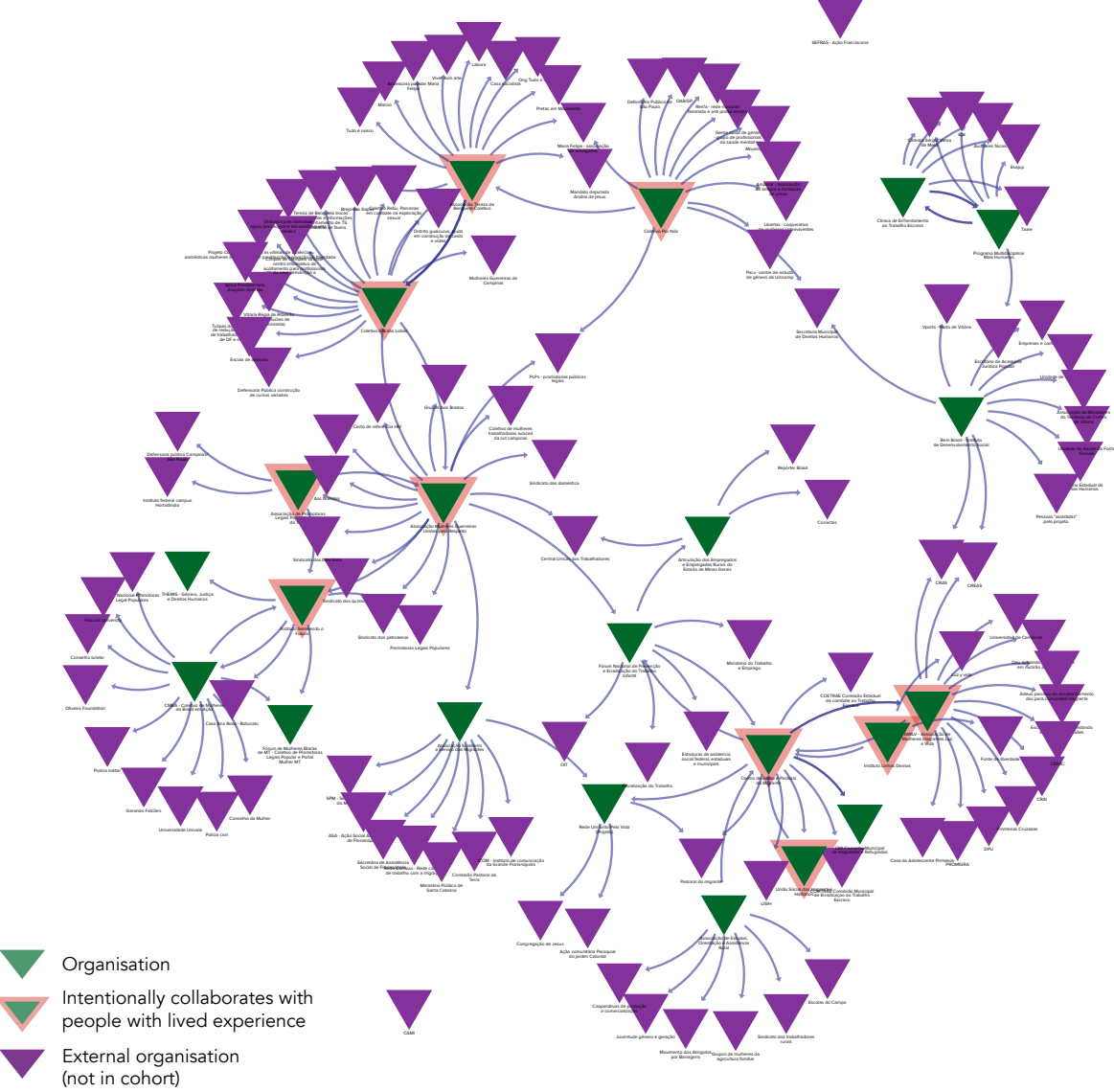


Figure 11: A snapshot of the anti-slavery movement in Brazil

Q8: Are people in the network demonstrating dedication to the cause, hope, positivity and love?

A majority of respondents (56 percent) felt that the broader anti-slavery network embodies dedication to the cause, hope, positivity and love – attributes that were identified as important by participants during the visioning exercise. In fact, this was the description of the network that the highest number of participants strongly agreed with, followed by a description of a network that is diverse in experience, identities, expertise and approaches (54 percent, see Figure 12).

Survivors comprise 70 percent of those who strongly agree that the network embodies dedication to the cause, hope, positivity and love. This is particularly significant given the relatively low levels of connectedness of survivors within the network.

To what degree does this description represent the current network of people fighting exploitative and unfair labour practices?

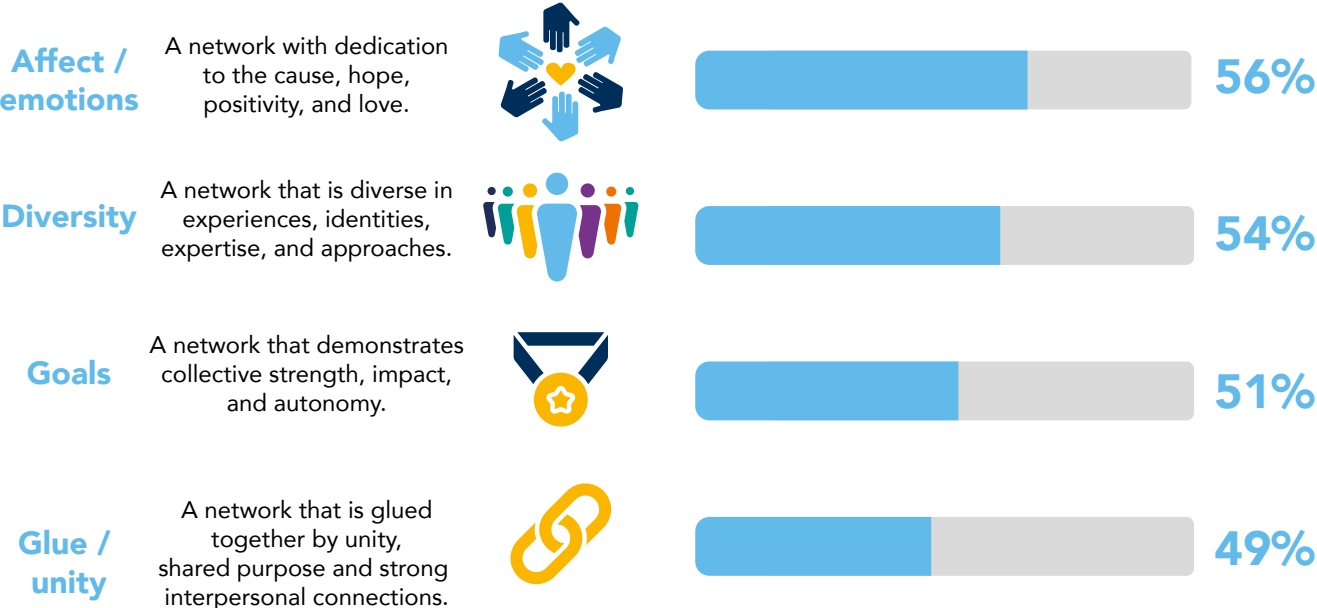


Figure 12: Participants’ view on the broader anti-slavery network

Selected sensemaking comments:

- “Affection, love, must exist, because without these weapons the fight weakens. Scarcity feeds cynicism and the dispute among us disorganises us.”
- “Yes, affection is revolutionary. And it is the factor that needs to be worked on the most.”
- “Affection and emotion are the nourishment of people on the front lines of the struggle. Unity generates affection and strength in combating various forms of violence. I feel united and in connection with other people.”

Q9: Is the network plagued by lack of passion/dedication, toxic power dynamics, a scarcity mindset, an (overwhelming) size of the challenge and high turnover rates at organisations?

Sixty-eight percent of the cohort felt the idea that there are not enough resources (a scarcity mindset) poses a challenge for the movement. Among the challenges, this barrier, one of several identified by participants during the visioning exercise, was the most commonly recognised as a significant obstacle to the movement. More non-survivors than survivors saw a scarcity mindset as a barrier (see Figure 13), with 50 percent of survivors finding this mindset to be a challenge as compared to more than 70 percent of non-survivors who felt that way. This further suggests the idea that survivors have a more positive view of the network than others.

The second most commonly cited challenge was the sheer scale of the problem the network faces. Nearly half of the cohort (48 percent, 19/40) viewed the magnitude of the issues they confront as a barrier to the movement. Both survivors and non-survivors identified this issue equally.

The only challenge that survivors notably identified more than non-survivors is the lack of passion or dedication to combat unfair and exploitative labour practices. Twice as many survivors as non-survivors cited this as a challenge for the network.

Network challenges identified by survivors vs. non-survivors

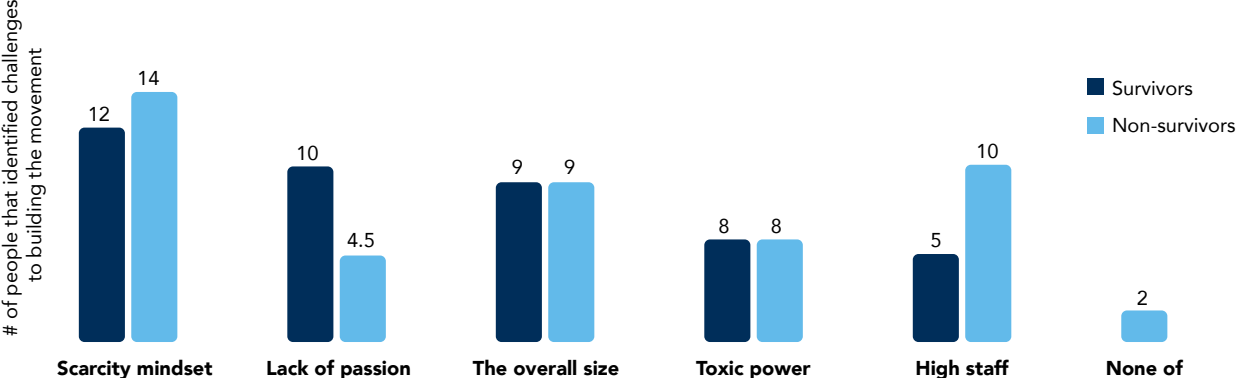


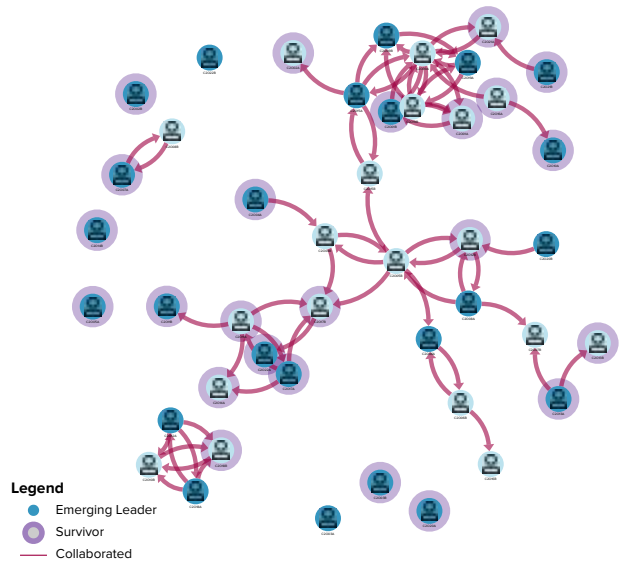
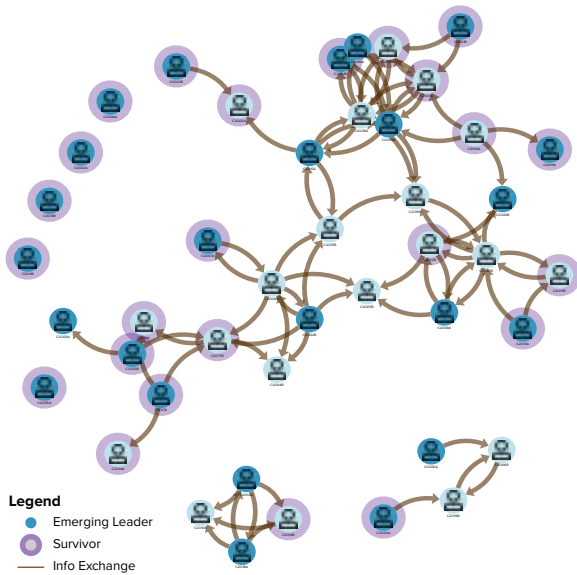
Figure 13: Network challenges identified by survivors vs. non-survivors

Selected sensemaking comments:

“...different people can share information and collaborate on projects, but the picture of emotional isolation and lack of resources shows the individual and solitary work of leadership.”

Q10: Are people in the network building partnerships/collaborations, exchanging information and ideas and providing general support to each other?

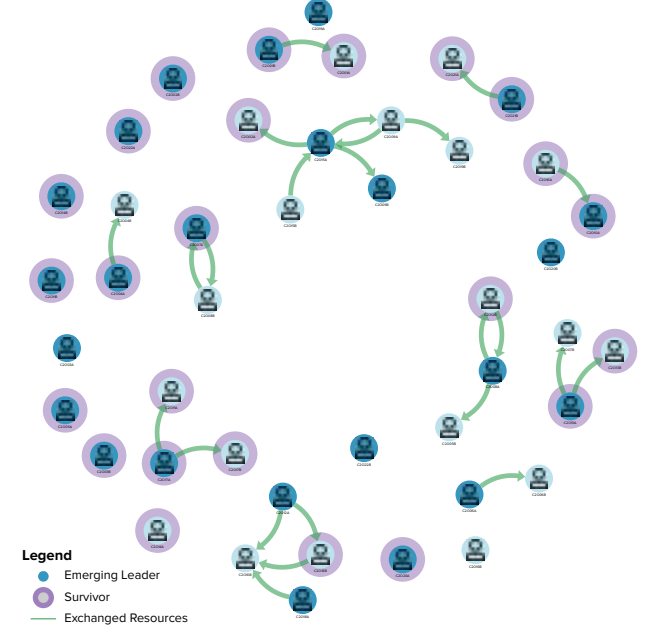
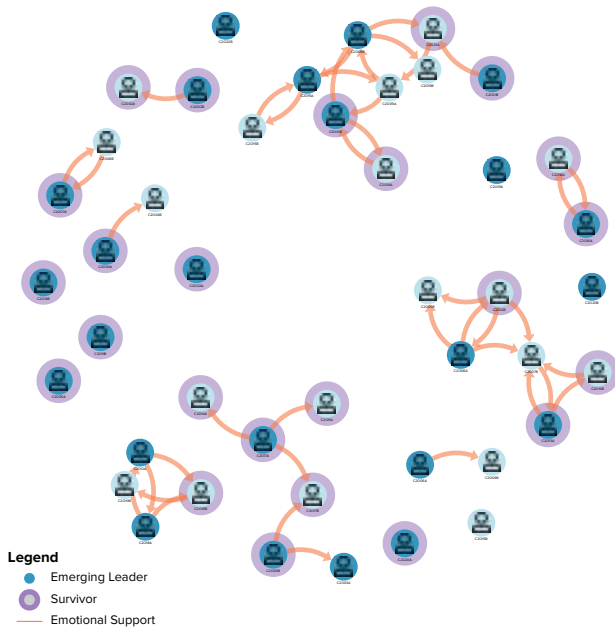
As depicted in Figure 14, participants in the cohort engage in four main types of relationships: sharing information, providing emotional support, collaborating on projects, and sharing resources. Prior to participating in the FR program, most connections among participants are primarily for information sharing. Conversely, few engage in relationships aimed at resource sharing. When research results were brought to participants, some of them suggested that this may be due to a “scarcity mindset,” as previously mentioned, which impedes the development of relationships beyond information sharing. Participants noted that organisations often operate in a competitive funding environment within the sector, which may discourage resource sharing among them.



Sharing information
 Partilhando informação
network density: 5.1%



Collaborating on a project
 Colaborando em um projeto
network density: 4.0%



Providing emotional support
 Suporte emocional
network density: 2.6%



Sharing resources
 Compartilhando recursos
network density: 1.5%

Figure 14: Nature of relationships between FR program participants

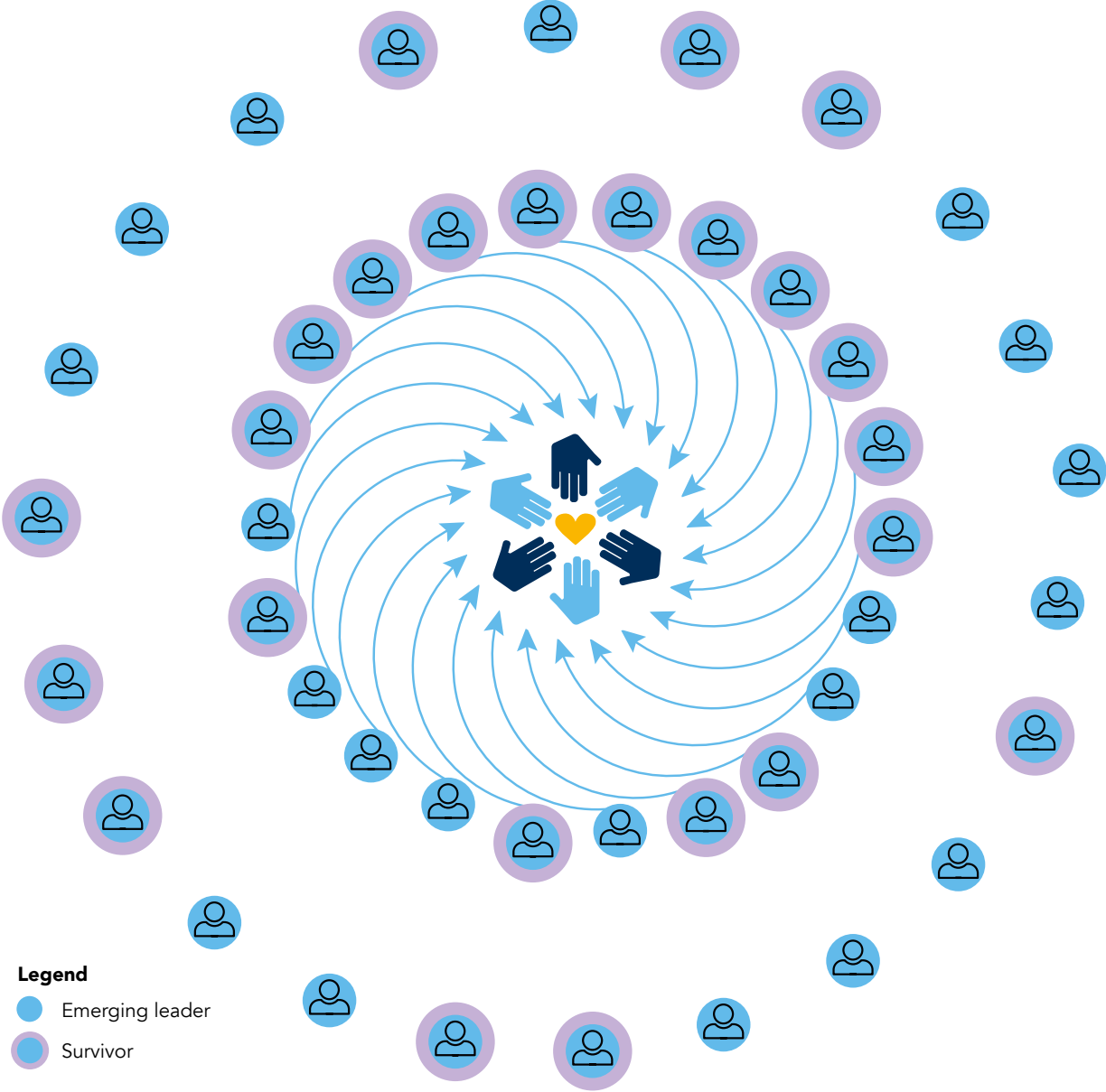
Q11: Is the network glued together by unity, shared purpose and strong interpersonal connections?

About half (49 percent) of respondents strongly felt that the network was glued together by unity, shared purpose and strong interpersonal connections.¹² This underscores the importance of the qualitative aspect of networking or the quality of relationships. This quality is vital for mission-driven collective impact networks, particularly those dealing with highly emotive subject matter.

¹² This calculation includes only participants who said they strongly agree with the description.

Survivors feel the network embodies hope, positivity and love.

70% of the people who felt strongly that the current network embodies dedication to the cause, hope, positivity, and love were survivors



"Affection is revolutionary"
Image selected by participant in the visioning exercise

Lines signify people who strongly believe that the network can be accurately described as having dedication to the cause, hope, positivity and love.

Figure 15: Survivors feel the network embodies hope

Survivors view the movement more positively than non-survivors. The overwhelming majority of the people who strongly agree with the positive descriptions of the network were survivors (see Figure 15). This was true across all four categories: affect/emotion, diversity, glue/unity and goals. In fact, the total number of survivors who strongly agreed with these descriptions was almost, if not double, the number of non-survivors who did (see Figure 16).

Survivors view the movement more positively than non-survivors

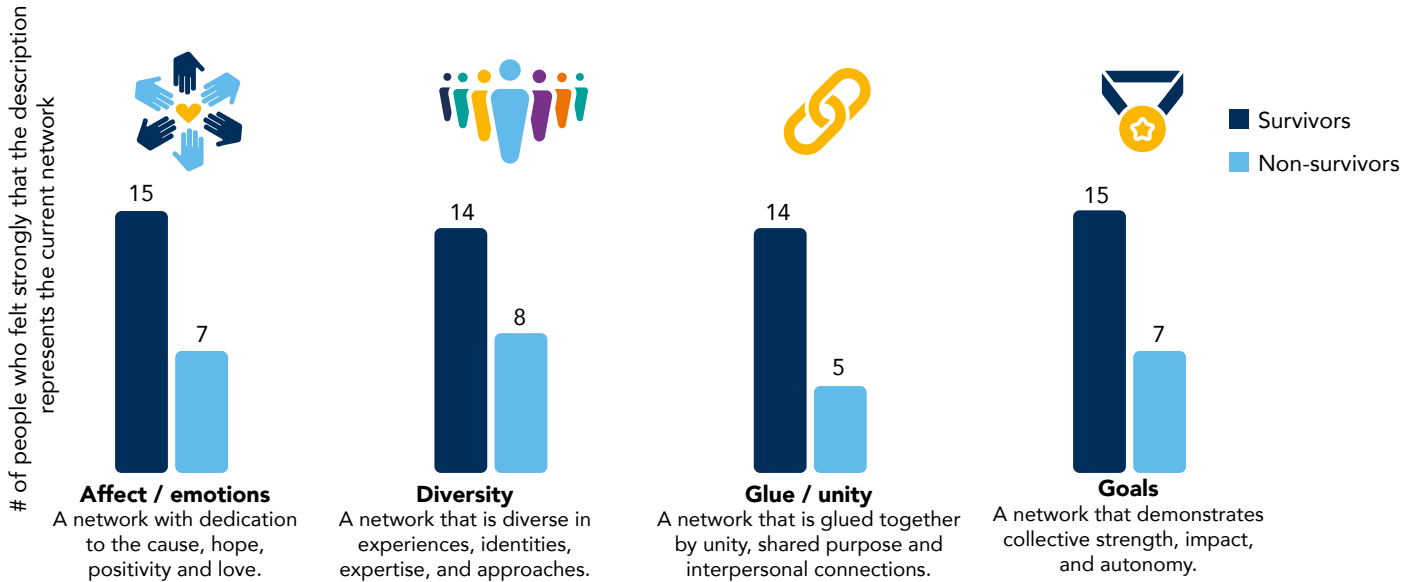


Figure 16: Survivors view the movement more positively

LIMITATIONS




For the visioning exercise, due to scheduling constraints given the annual Brazilian Carnival and the tight timeline of the project, the evaluation team was only able to speak with four participants, out of a target of six.

Additionally, the research team could not comprehensively map out FR participants' connections to external organisations (that is, those not part of FR) and the broader anti-slavery movement. This limitation arose because data collection relied on participants naming the external organisations they had partnered with and those they see as influential, instead of selecting from a comprehensive list which would have reduced the likelihood of recall bias. As a result, this would have limited the number of external organisations included in the SNA. In addition, the aspects of the survey informed by participants' vision for the network solicit their thoughts regarding the broader network, thus complementing the cohort network data.



RECOMMENDATIONS

The findings of this study prompt the following recommendations:

-  **Modify the program design and curriculum to support ongoing network weaving.** The findings support a program design focused on ongoing network weaving activities in addition to the current residential capacity building events. Ideally, this would be achieved through targeted support to cohort members (see next point) interested in playing network weaving (connecting) roles, rather than through the FR program acting as a central hub of coordination.
-  **Identify and provide targeted support to cohort network bridge builders, leaders and information spreaders.** Though the individuals who play such roles in the network are anonymous, FR could encourage individuals who are or have an interest in playing such roles to self-identify and articulate the kind of support they need for strengthening their roles. Likewise, more individuals should be encouraged to play key network roles so that the network does not suffer if key individuals move out.
-  **Explore opportunities for and barriers to deepening the quality of relationships,** particularly between survivors and the rest of the network, and between survivors. The “affect and emotions” aspect of the network emerged as a strong recurring theme and priority for participants, potentially signifying that cohort members see it more as a personal network than a professional network. Further exploration could yield insights into where such positive emotional connection is currently happening – such as in small clusters, as noted in a sensemaking comment – and what factors could further help replicate it. Similarly, as a “scarcity mindset” emerged as a strong barrier to network health, mitigating measures could be explored.
-  **Build on the sentiment, expressed by participants during the visioning and the sensemaking exercises, that “affection is revolutionary.”** Such an assets-based lens (building on the positive rather than trying to fix what’s broken) is powerful and is consistent with systems change approaches. Doing so would require further dialogue with participants to solicit their ideas on how this could be done, as per the previous point, as well as strengthening the survivor-to-survivor connections expressed in the next point.
-  **Emphasise survivor-to-survivor connections.** The low status within the network of survivors in terms of overall connectivity warrants special focus, including through survivor-to-survivor network building (a point of homophily). Given that, ironically, survivors also have high positive feelings about the overall network, it could suggest that cultivating a survivor sub-network could further enhance their overall sentiment and strengthen their collective standing.
-  **Provide targeted insights to organisations and/or encourage them to directly explore the network maps produced by this study.** Further specific insights abound in the data that could be shared with cohort members, including the opportunity to bridge two separate clusters of organisations working on survivor populations and the need to bring isolated individuals and organisations into the network.

CONCLUSIONS

The cohort network of the FR Brazil program reveals early encouraging signs of a network whose members are already regularly interacting in a variety of ways within and across clusters. At the same time, overall connectivity is still relatively low, representing tremendous opportunity for the network to grow.

Findings from the study, inclusive of the sensemaking session with cohort members, reveal a desire to go beyond more mundane relational behaviours, for example, sharing information, to deeper and more complex forms of relationships, for example, providing emotional support to each other or sharing resources. Survivors are markedly disadvantaged within the cohort network of organisations, exhibiting overall low levels of connection with other cohort members and with other survivors. Additionally, they are far less likely to be in positions of leadership within the cohort network.

On a positive note, survivors have much higher positive feelings and emotional connection to the network, suggesting strong potential for building a movement that has survivor leadership at its core. Additionally, as more than half of network leaders are from underrepresented racial groups, this suggests that the network is diverse and/or is conducive to the success of those from marginalised backgrounds.



ANNEX 1: COHORT DEMOGRAPHICS

Category	Demographic	# of participants	% of cohort
Leadership type	Emerging	24	55%
	Established	20	45%
Survivor status	Yes	24	55%
	No	19	43%
	Not available	1	2%
Race	Black	16	36%
	White	10	23%
	Indigenous	1	2%
	Latin	1	2%
	Not available	16	36%
Gender	Man cis-gender	6	14%
	Woman cis-gender	35	8%
	Woman transgender	1	2%
	Other	1	2%
	Prefer not to declare	1	2%
State	São Paulo	20	45%
	Minas Gerais	10	23%
	Santa Catarina	4	9%
	Distrito Federal	2	5%
	Espírito Santo	2	5%
	Mato Grosso	2	5%
	Paraná	2	5%
	Rio Grande do Sul	2	5%
Sexual orientation	Heterosexual	33	83%
	Bisexual	4	10%
	Gay	2	5%
	Prefer not to declare	1	3%

ANNEX 2: CONNECTIONS WITH THE REST OF THE MOVEMENT


Of the organisations that were listed by the cohort as powerful within the broader movement, nearly 30% were NGO's. Over 20% were municipal and state government organisations.

Type of organisation	Percent	Count
Non-governmental organisations	29.09%	16
Governmental organisations (municipal/state)	21.82%	12
Networks and movement organisations	16.36%	9
Multilateral organisations	10.91%	6
Schools, universities and academic institutions	10.91%	6
Foundations / philanthropies	5.45%	3
Lawyer's offices / legal support groups	5.45%	3

Of the organisations that were listed by the cohort as powerful within the broader movement, 15 of them, comprising nearly 30% of the list, focus their work on local issues only.

Geographic focus of organisation	Percent	Count
Local	65.45%	36
National	52.73%	29
Local only	27.27%	15
Global	23.64%	13

ANNEX 3: VISIONING IMAGING

Question	Interviewee 1	Interviewee 2	Interviewee 3	Interviewee 4
<p>What is your vision for the future of the organization?</p> <p>What are the key challenges you see ahead?</p> <p>What are the key opportunities you see ahead?</p> <p>What are the key risks you see ahead?</p> <p>What are the key stakeholders you see ahead?</p> <p>What are the key metrics you see ahead?</p> <p>What are the key actions you see ahead?</p>	<p></p> <p>Next 5 years growth strategy - 1. Increase market share 2. Diversify product portfolio 3. Expand into new markets 4. Invest in R&D 5. Strengthen customer relationships</p> <p>Key challenges: 1. Market saturation 2. Intense competition 3. Rapidly changing technology 4. Talent shortage 5. Regulatory changes</p> <p>Key opportunities: 1. Emerging markets 2. Digital transformation 3. Innovation 4. Strategic partnerships 5. Sustainability</p> <p>Key risks: 1. Economic downturn 2. Disruptive technology 3. Supply chain volatility 4. Cybersecurity threats 5. Environmental impact</p> <p>Key stakeholders: 1. Customers 2. Suppliers 3. Investors 4. Government 5. Community</p> <p>Key metrics: 1. Revenue growth 2. Profit margin 3. Market share 4. Customer satisfaction 5. Employee retention</p> <p>Key actions: 1. Develop a clear strategy 2. Build a strong team 3. Invest in technology 4. Focus on customer experience 5. Stay agile and adaptable</p>	<p></p> <p>Key challenges: 1. Market saturation 2. Intense competition 3. Rapidly changing technology 4. Talent shortage 5. Regulatory changes</p> <p>Key opportunities: 1. Emerging markets 2. Digital transformation 3. Innovation 4. Strategic partnerships 5. Sustainability</p> <p>Key risks: 1. Economic downturn 2. Disruptive technology 3. Supply chain volatility 4. Cybersecurity threats 5. Environmental impact</p> <p>Key stakeholders: 1. Customers 2. Suppliers 3. Investors 4. Government 5. Community</p> <p>Key metrics: 1. Revenue growth 2. Profit margin 3. Market share 4. Customer satisfaction 5. Employee retention</p> <p>Key actions: 1. Develop a clear strategy 2. Build a strong team 3. Invest in technology 4. Focus on customer experience 5. Stay agile and adaptable</p>	<p></p> <p>Key challenges: 1. Market saturation 2. Intense competition 3. Rapidly changing technology 4. Talent shortage 5. Regulatory changes</p> <p>Key opportunities: 1. Emerging markets 2. Digital transformation 3. Innovation 4. Strategic partnerships 5. Sustainability</p> <p>Key risks: 1. Economic downturn 2. Disruptive technology 3. Supply chain volatility 4. Cybersecurity threats 5. Environmental impact</p> <p>Key stakeholders: 1. Customers 2. Suppliers 3. Investors 4. Government 5. Community</p> <p>Key metrics: 1. Revenue growth 2. Profit margin 3. Market share 4. Customer satisfaction 5. Employee retention</p> <p>Key actions: 1. Develop a clear strategy 2. Build a strong team 3. Invest in technology 4. Focus on customer experience 5. Stay agile and adaptable</p>	<p></p> <p>Key challenges: 1. Market saturation 2. Intense competition 3. Rapidly changing technology 4. Talent shortage 5. Regulatory changes</p> <p>Key opportunities: 1. Emerging markets 2. Digital transformation 3. Innovation 4. Strategic partnerships 5. Sustainability</p> <p>Key risks: 1. Economic downturn 2. Disruptive technology 3. Supply chain volatility 4. Cybersecurity threats 5. Environmental impact</p> <p>Key stakeholders: 1. Customers 2. Suppliers 3. Investors 4. Government 5. Community</p> <p>Key metrics: 1. Revenue growth 2. Profit margin 3. Market share 4. Customer satisfaction 5. Employee retention</p> <p>Key actions: 1. Develop a clear strategy 2. Build a strong team 3. Invest in technology 4. Focus on customer experience 5. Stay agile and adaptable</p>
Other Notes				

To take a closer look at the content: <https://app.mural.co/t/ignitedword4696/m/ignitedword4696/1706541144223/0031618622989a581576b71ad6aa96b59d9085f1?sender=u342c918ba100ee26dc042865>

VISION

Our vision is a world
free of slavery.

MISSION

Our mission is to mobilise the
knowledge, capital and will
needed to end slavery.

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