

RESILIENCY REPORT 2021-2022



PARTNERSGLOBAL
Together for Democratic Change

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RESILIENCY AND RENEWAL IN AN UNCERTAIN WORLD

A NOTE FROM OUR CO-EXECUTIVE DIRECTORS

PartnersGlobal first began reflecting on organizational renewal in 2017 when we realized that the widely accepted models of organizational strengthening were based on the assumption that we are operating in a stable system. However, the world was becoming increasingly volatile, requiring models that recognized the need to assume disruption and adapt to remain resilient. This renewed way of approaching our work has been punctuated in the last year by the global COVID-19 pandemic, which stubbornly continued a cyclical path of disruption. The peacebuilding community no sooner began to attempt a “return to normal” when the war in Ukraine was ignited. These compounding factors forced us all to face a new reality and devise more effective ways of countering the backsliding of democratic systems and values.

Despite the persistent insecurity across sectors and communications, powerful analytical tools are helping us to become bolder and smarter in our work. The annual Fragile States and Positive Peace Indices are among the tools which offer comparative examples of factors and triggers that can inform bolder responses and more relevant programmatic design.

It is through collaboration and shared learning that we can counteract these unprecedented and compounding shocks facing the planet. With intentional systemic coordination, we can effectively address the vicious and interconnected cycles of income disparity, food insecurity, gender and social inequality, and economic and political instability.

Increasingly, the US and other government assistance agencies are joining forces to build resiliency by reducing sector silos and enhancing coordination that puts local communities and people front and center. We at **Partners**Global will continue to demonstrate our leadership in the resiliency space. We provide policy recommendations directly to key US agencies on topics including locally led development, resilient civic space, and trauma-informed program design. True to our values, we see this period of intense insecurity as a fertile opportunity for risk-taking and entrepreneurial thinking to help revolutionize our space. We will use our ResiliencyPlus Framework to ensure that peacebuilders and civil society actors championing democratic principles and rights can predict, prevent, and respond to the threats that will challenge their resolve.

This is how we will transform the current challenges we are facing into growth and innovation. Thank you for accompanying us on this journey.

Kyra Buchko & Roselie Vasquez-Yetter
Co-Executive Directors at **Partners**Global



PARTNERSGLOBAL SPOTLIGHT



MISSION

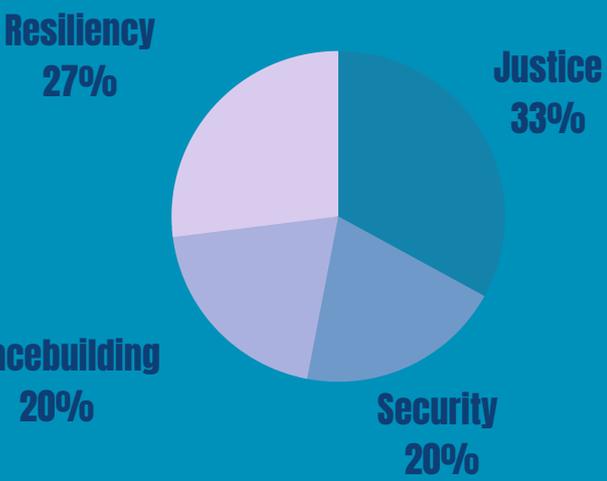
We advance resilient civic space through authentic partnership and accompaniment, inclusive processes, and conflict sensitivity to bring about more peaceful, secure, and accountable societies.

VISION

We contribute to a world where civil society thrives, change is managed peacefully, rights are protected, and democracy can flourish. We intend by 2025 to be the key resiliency-strengthening implementer in the peacebuilding space by offering the most innovative, conflict-sensitive and locally-driven methodologies that assist civil society organizations to adapt and thrive in a context of volatility and instability.



ACROSS
4 PRACTICE AREAS



11 BOARD MEMBERS

22 STAFF

4 SENIOR CONSULTANTS

30 INTERNATIONAL & LOCAL COACHES

LOCALLY-LED PEACEBUILDING FOR RESILIENT CIVIC SPACE

For more than three decades, our mission and vision for a more peaceful and prosperous world has centered on and assumes a preeminent role of local leadership and locally led problem-solving. We believe that local leadership of peacebuilding results in more sustainable outcomes and contributes to a more resilient civic space.

It is the reason we founded the **Partners** Network of local, independently operated nonprofits based in Central and Eastern Europe, the Americas, Africa, and the Middle East. We all share what we call The **Partners** Way -- a collective commitment to locally driven development that brings together people, communities, and institutions to jointly reach decisions and take action that build peace and transform conflict.

At its core, The **Partners** Way adheres to the values of inclusion, accountability, resiliency, justice, and nonviolence. In practice, we focus on processes guided by principles of locally led development and centered on the role of local leadership -- no matter the issue, topic, or thematic area.

We also advocate for locally led peacebuilding through our outreach and engagement efforts, including AfP's annual PeaceCon event and our new **Resilient Conversations** podcast where we talk with local experts and peers who navigate and adapt to shifting dynamics.

30 LOCAL PARTNERS

LOCATED IN 20 COUNTRIES
FACING DIFFERENT DEGREES OF
CLOSING CIVIC SPACE

**MORE THAN 50%
ARE WOMEN-LED**

**WE ARE THE
REGIONAL SECRETARIAT OF THE
GLOBAL PARTNERSHIP FOR THE
PREVENTION OF ARMED CONFLICT
(GPPAC) IN NORTH AMERICA**

**AND LEAD
THE GLOBAL FRAGILITY ACT (GFA)
COALITION'S LOCALIZATION
WORKSTREAM**

**AND SERVE ON
THE SECRETARIAT FOR THE GLOBAL
DEMOCRACY COALITION (GDC)**

EMBRACING CHANGE WITH NEW LEADERSHIP

The global events of the past three years have fundamentally altered the non-profit space and as a result, **Partners**Global has adapted all aspects of how we work. In 2021, as a response to the ongoing pandemic, we developed and continually updated internal contingency plans. We adopted a fully remote work environment and 18 months later are now moving towards a hybrid remote and in-person model.

We embraced a model of shared leadership throughout our organization and network models. **Partners'** former President and CEO Julia Roig said farewell after 13 years at the helm of the organization. Julia's departure marked an important new phase in the organization's journey and built on **Partners'** commitment to our own organizational resiliency.

With the full support of the board, the current Co-Executive Directors, Kyra Buchko and Roselie Vasquez-Yetter, continued

in their roles as trusted leaders of the organization in which the chief executive function has been structured to leverage their combined strategic, technical and administrative leadership. More broadly throughout the organization, decision-making has been decentralized and made more inclusive through hybrid roles and expanded involvement of all staff in strategy and priority setting. This commitment to inclusive processes is reflected in our revised mission and vision.

In June 2022, **Partners**Global appointed Chris Mitchell as Chair of the Board of Directors. Mitchell, who joined the Board in 2014, succeeds previous Board Chair Jonathan Davidson, who stepped down from his leadership position after more than a decade of exemplary service. Board member James Mitchell ended his term in 2022 and we welcomed as a new member Elizabeth Hume, the Executive Director of the Alliance for Peacebuilding (AfP).



“It’s an honor to be elected chair of the Partners Board. I look forward to working closely with our dynamic and talented Co-Executive Directors, as well as our experienced and dedicated Board of Directors, to further the important mission of the organization. With our longstanding focus on locally led development and organizational resiliency, Partners is uniquely positioned to support peacebuilding initiatives globally.”

- Chris Mitchell, Board Chair

OUR COMMITMENT TO DIVERSITY, EQUITY & INCLUSION



ENDORSER OF THE COALITION FOR RACIAL & ETHNIC EQUITY IN DEVELOPMENT (CREED)

At **Partners**Global, diversity, equity, and inclusion (DE&I) are not just buzzwords. They are guiding principles that we adhere to every day and have been part of our foundational roots from the very beginning. We believe the power of diversity enriches us by revealing new ways to understand and engage with global and local changemakers. We approach our work using a DE&I lens to identify challenges and to discover, design, and deliver solutions for a more peaceful, inclusive, and resilient world. We are committed to ensuring that teams reflect the vibrant communities we serve, and we intentionally cultivate an inclusive environment that honors the unique identities, backgrounds, and experiences of our staff, the Partners Network, and local partners.

As a member of CREED and leader on the learning hub task team, **Partners** is committed to building accountability for racial and ethnic equity within our own organizations' policies, systems, and culture.

Partners is also actively involved as a member of OrgsInSolidarity, with Edith Kardouni, **Partners'** Human Resources and Talent Management Director taking on a leadership role. OrgsInSolidarity is a partnership of more than 300 organizations and individuals who are signatories to the Women of Color Advancing Peace, Security, and Conflict Transformation (WCAPS) platform.



NETWORK REFLECTIONS AND ADAPTATIONS

The **Partners** Network story is one of resiliency and renewal. Over the years, the needs of our network have shifted, and between 2021 and 2022, we were faced with numerous challenges and unanticipated shocks that altered how we work and come together. We were confronted with the choice to adapt and thrive or remain static and decline.

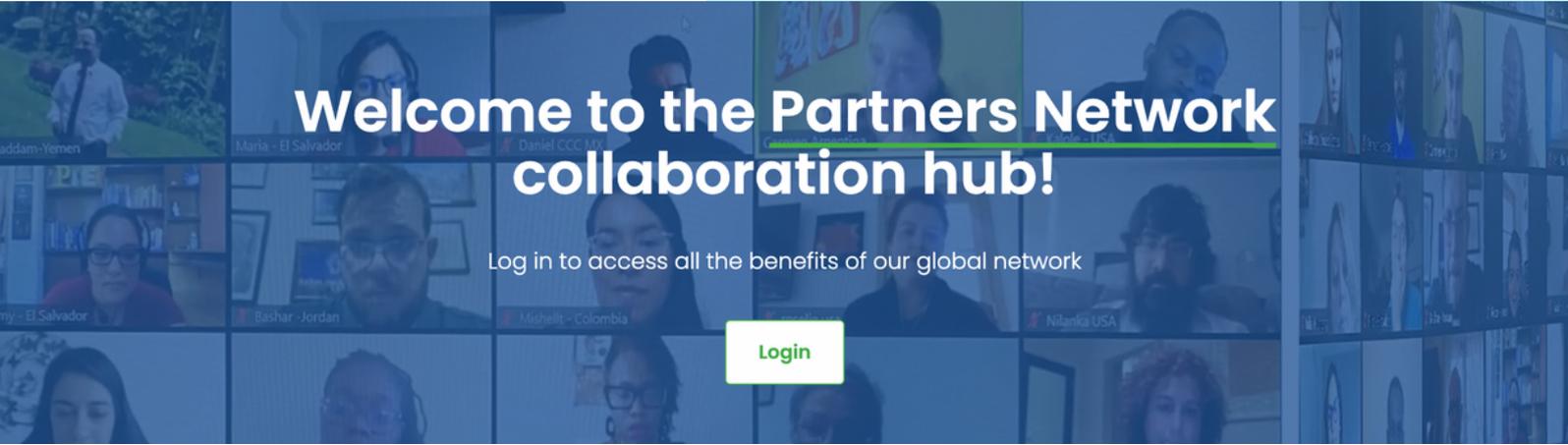
We called upon the PeaceNexus Foundation to facilitate a network strengthening process that forced us to come to terms with some major questions about who we are as a network and why we are together. We agreed that we wanted to be together to learn from each other, to find inspiration in each other's work and perspectives, to be in a multicultural global community who shared each other's values. As a result of the process, we accomplished the following:

- Established an informal **Coordination Committee** to help keep things on track
- Distributed leadership and decision-making to **Regional Hubs**
- Created a **Liaison Committee** which serves as a feedback mechanism for communication that reflects more accurately regional preferences and sensitivities
- Launched the **Young Professionals Group**, which organizes mentorship and training opportunities
- Developed a new **Online Learning Platform** which contains a library of network resources related to our training approaches related to resiliency, facilitation, advocacy, and conflict sensitivity

Combined, these outcomes directly impact the resilient nature of the **Partners** Network.

18 PARTNERS NETWORK
CENTERS

150 PARTNERS NETWORK
STAFF



Welcome to the Partners Network
collaboration hub!

Log in to access all the benefits of our global network

Login

IN MEMORIAM SOPO & OSCAR



In February of 2021, we experienced a collective loss as we mourned our friend and colleague, Sopo Shubladze, the Director of Partners Georgia. Her selflessness and empathy for others always guided her actions. Early in the pandemic when the world shut down, Sopo provided free car transit for those who needed to go to the hospital and helped deliver food and supplies. She was a champion of peace and worked tirelessly for positive change in Georgia.

In May 2022, we were devastated once more by the passing of our dear friend and colleague Oscar Gaitan, Director of Partners Colombia and champion of mediation and rule of law. Oscar dedicated his life to building peace in Colombia and throughout the world. He was someone who always saw the glass half full and looked for the best in any situation or person. He believed in making a difference and lived and worked with conviction and passion.

PROGRAM IMPACTS GLOBAL INITIATIVES



15

117

306

106

COUNTRIES

HOSTING A
RESILIENCY PROCESS

CIVIL SOCIETY ORGANIZATIONS

GOING THROUGH RESILIENCY
PROCESSES

INDIVIDUALS

PARTICIPATING IN A RESILIENCY
PROCESS

WORKSHOP & TRAININGS

ON RESILIENCY DELIVERED



ILLUMINATING NEW SOLUTIONS AND INNOVATIONS FOR RESILIENT SPACES (2018-2023)

The USAID-funded Illuminating New Solutions and Programmatic Innovations for Resilient Spaces (INSPIRES) project seeks to discover what preventative and responsive strategies are associated with stronger civil society and other responses to closing civic space. Together with Internews, The International Center for Not-for-Profit Law, DevLab@Duke, and Results for Development, we are increasing knowledge and capacity to respond to growing restrictions on democratic freedoms of association, assembly, and expression around the world.

PartnersGlobal's role in INSPIRES is to leverage the ResiliencyPlus (R+) Framework to pilot interventions that strengthen civil society organizations' ability to prevent and respond to closing civic space. Working with a team of experienced coaches and facilitators from the Partners Network, we are piloting the R+ Framework in Eastern Europe, Sub-Saharan Africa, and Latin America.

To date, **Partners**Global and its cohort of Resiliency Coaches have led **more than 80 civil society organizations from 12 countries** in Africa, Latin America, Eastern and Central Europe, and Asia through a R+ process under INSPIRES.

"R+ has given us the guidelines for how to operate in this environment if this crisis pumps up."
- CSO Representative

But implementation has not been without challenges. Part of being a resilient organization is acknowledging when change happens and accepting that the way you originally envisioned proceeding is no longer an option. It requires an adaptive mindset and the ability to pivot when the situation demands it. This is exactly the case for our work under INSPIRES when the pandemic hit. We had to adapt our entire process, including our approach to coaching, which originally included several in-person moments, and learned a few things along the way:

1 Going virtual cannot fully replace in person engagement. Trust is built from the informal moments between coaches and staff.

2 Contingency planning is beneficial for all organizations and should be included in the process instead of as an optional tool based on the assessment outcomes.

3 The order of stages of the Resiliency process and who is engaged in each will depend on the organization. There is no one size fits all.

4 The COVID-19 pandemic and crisis in Ukraine are examples of how factors outside civic space dynamics can impact an organization's resiliency and must be considered in context analyses.

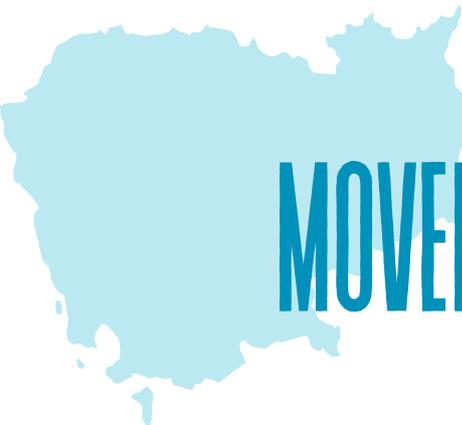
CIVIL SOCIETY RESILIENCY

SERBIA (2022-2027)



PartnersGlobal is launching a new initiative to expand the R+ approach even further. The Civil Society Resilience Activity in Serbia is a five-year USAID-funded project implemented in partnership with the Centre for Nonviolent Action and Strategies, DT Institute, the European Center for Not-for-Profit Law (ECNL), Civic Initiatives, and Partners Serbia. Implementation begins in September 2022. Growing out of our work under INSPIRES, this project is designed to:

- 1 Equip civil society with new knowledge, skills, and tools to fundraise, connect with different stakeholders, and communicate in complex operating environments
- 2 Foster inclusive sectoral and multisectoral engagements that lead to effective advocacy for a more open and inclusive civic space
- 3 Bridge the gap between citizens and civil society through awareness raising, narrative interventions, and facilitated outreach spaces
- 4 Enable the reemergence of civil society–government dialogue through improved processes and mechanisms



MOVEMENT TOWARDS SELF RELIANCE

CAMBODIA (2019-2022)

The USAID/Cambodia Local Organizations – Movement Towards Self Reliance Activity is three-year USAID-funded initiative to build the capacity of local Cambodian NGOs and CSOs to address the overdependence on traditional fundraising that puts them at risk of harassment and persecution (when funds come from international donors in the West) or self-censorship (when funds come from government entities or China).

The project employs a modified version of the R+ Framework called ResiliencyCambodia, which places

entrepreneurial mindset at the center of the approach. This project included a coaches training program. We had to adapt our coaches training program to be completely virtual, leveraging an online learning platform and developing e-modules that were digestible, self-paced, and accessible from a language and connectivity standpoint. By the end of the project, we trained a cadre of 5 Cambodian coaches who worked with 48 participating organizations.

5 CAMBODIAN COACHES **48** PARTICIPATING ORGANIZATIONS

SPOTLIGHT RESILIENCYPLUS

Partners' ResiliencyPlus Framework helps civil society to identify external threats and internal vulnerabilities impeding them from implementing effective and resilient operations. As shifts to the operating environment unfold, the civil society sector must rethink traditional organizational development models that assume civil society organizations (CSOs) operate in stable contexts. Our approach, in contrast, is based on the reality of a volatile environment in which CSOs

require tools and resources adapt to disruption. The R+ process is comprised of four main phases – external analysis, internal vulnerabilities assessment, action planning, and adaptation – with accompaniment by an expert team of coaches serving as mentors by providing strategies, tactics, tools, and peer-to-peer assistance.



"With an organization that I coached with a local facilitator who has a background in psychology, we had to go deeper into a more individual level of coaching, with leadership to help with covid-19 related transitions. . .The pandemic had really affected the leader on an emotional and psychological level. As a coaching team, we decided the local facilitator would provide psychological support and I would offer support for organizational management and leadership issues. This really helped and was an "aha moment" about how we structure the coaching teams going forward."

REFLECTIONS FROM A RESILIENCY COACH

COMMUNITIES BUILDING PEACE TOGETHER GUATEMALA (2018-2023)

The proliferation of social conflict marks the social and political landscape of Guatemala. These conflicts manifest themselves through roadblocks, public protests, and seizures, in some cases leading to dialogue and in others escalating to further conflict. Tensions play out against a backdrop of endemic poverty, inequality, insecurity, and weak institutions, which can be seen as results of entrenched corruption.

Communities Building Peace Together (CBPT) is a five year, USAID-funded peacebuilding program in Guatemala that seeks to reduce social conflict and violence and promote peacebuilding in Guatemala's Western Highlands Region. CBPT is implemented by Creative Associates, Fundación Propaz and **Partners**Global. **Partners'** team of technical experts serves as conflict transformation advisors and are leading on institutional strengthening, which entails working with government officials and social actors to strengthen a culture of peace and capacities for dialogue, negotiation, consensus-building, and collaboration.

Since 2020, **Partners** designed and delivered 4 comprehensive online courses containing over 65 hours of learning to more than 100 participants.

Topics include:

- Collaboration for crisis management
- Impacts and response to the pandemic and subsequent crises
- Resiliency to navigate uncertainty
- Citizen participation to address crises
- Conflict transformation theory, methods, and approaches
- Dialogue and facilitation
- Transformative peace education

In 2020 and 2021, **Partners** also designed and delivered a multi-session online awareness program on effective nonviolent communications.

4 COMPREHENSIVE ONLINE
COURSES
100 PARTICIPANTS
65 HOURS OF
LEARNING

PROGRAM IMPACTS MIDDLE EAST & NORTH AFRICA



3,700

STAKEHOLDERS

104

**WORKSHOPS,
TRAININGS AND
FORUMS**

102

**COMMUNITY
EVENTS**



PROMOTING AND ENHANCING LOCAL STABILIZATION IN YEMEN (2018-2022)

Yemen has historically struggled to devolve power to local authorities, resulting in top-down planning, weak service provision, and low trust in government officials. Given the absence of national-level authorities and weak economic conditions, civil society organizations (CSOs) are vital service providers for the Yemeni people. At the district, village and community levels, non-profit leaders work tirelessly to secure essential resources where they are needed most.

The Promoting and Enhancing Local Stabilization in Yemen (PELSY) project is prefaced on the recognition that functioning and legitimate authorities are the gateway to stabilization. Through this initiative funded by the US State Department's Bureau of Conflict and Stabilization Operations, **PartnersGlobal** and **PartnersYemen** supported local governance stakeholders in the governorates of Hadramawt and al-Mahra to meet the needs of their

communities and become a force for warding off extremism. This was achieved by improving the capacity of local authorities including governance and security providers, local CSOs, and other civil entities to manage conflict, prevent a resurgence of violence, and enhance security.

Between 2018 and 2021, **PartnersGlobal** and **PartnersYemen** led local authority trainings, established local working groups, facilitated meetings between local authorities and the private sector, and oversaw the delivery of small grant initiatives in al-Mukalla, Hadramawt and al-Ghayda, al-Mahra-two areas of Yemen that have enjoyed relative security and stability throughout the duration of this program.

As a result, community perceptions of community leaders improved with **90% of community members** interviewed stating that **they believe local authorities are more responsive to community needs.**

6 PUBLIC PRIVATE FORUMS
ON LOCAL DEVELOPMENT

10 COMMUNITY
INITIATIVES

900K

22 LOCAL DIALOGUES

**LIVELIHOODS
DIRECTLY &
INDIRECTLY
IMPACTED**

RAPID RESPONSE SUPPORT

YEMEN (2018-2021)

Peace agreements and ceasefires mean little if they are not accompanied by tangible progress toward peace in local communities. Building the capacity of local actors to translate these agreements into concrete improvements increases their legitimacy in the eyes of the local community.

Recognizing that political negotiations require legitimacy to be successful, the Yemen Rapid Response Support (Y2RS) program makes the benefits of peace tangible by monitoring subnational political agreements, improving community-level governance, and implementing rapid response stabilization initiatives. Each plays a critical role in connecting future national peace efforts to local contexts and building support for a peaceful resolution of the conflict.

The training equipped me with the needed knowledge to secure data as well as how to use the River Running tool before starting any site visit. Understanding in-streaming, up-streaming, out-streaming, and down-streaming has been very helpful during my monitoring and reporting.”

-al-Dhalee Civilian Ceasefire Monitor

In partnership with **Partners**Yemen and funded by the US State Department's Bureau of Conflict and Stabilization Operations, our approach combined building the capacity of CSOs and local authorities to lead future stabilization efforts with the implementation of a rapid response mechanism that aimed to deliver immediate results. By the end of the project, efforts under Y2RS **provided resources and repaired local infrastructure to improve living conditions for roughly 1.5 million residents**. And through a small grants program, they helped local authorities respond to basic community needs, including waste management, water supply, youth employment, COVID-response, and traffic management.



DEMILITARIZING WATER SOURCES THROUGH DIALOGUE IN TAIZ, YEMEN



Taiz, the second most populated city in Yemen, has been under siege for almost seven years. Conflict parties conflict to exercise tight control over entrances to the center city. Only two rugged, one-lane dirt roads with heavy traffic lead out of the city to the North and South. Overcrowded vehicles carry travelers and commuters between the two sides of the city along with trucks and pickups loaded with supplies – including potable water – that rarely reach residents.

The situation left Taiz residents in a dire situation with limited water supply. This was further exacerbated when nine water reservoirs inside the city came under the control of an armed group that sold the water for profit. In response, the government-run Water Authority cut the supply completely, inadvertently depriving Al-Mudhafar, Al-Qaherah, and Salah district residents of critical access to water.

In 2021, Ola Al-Aghbari, a young Yemeni woman and civil society leader from Taiz who heads the Sheba Youth Foundation,

observed the dire situation in Al-Mudhafar, Al-Qaherah, and Salah. In 2017, Ola participated in a conflict resolution skills training series conducted by **Partners**Yemen in partnership with the International Center for Religion and Diplomacy (ICRD) and UNDP. Following the training, Ola approached **Partners**Yemen with a proposal to resolve the water crisis.

Ola organized a committee of prominent local figures and political party leaders in the city. The group convinced the military commanders to hand over nine water reservoirs to the Office of the Ministry of Water and Environment (OMWE) in Taiz. To date, there are formal agreements to hand over control of six wells, one of which is now officially run by OMWE.

This initiative not only gave access to clean water to 41,000 residents in Al-Mudhafar, Al-Qaherah, and Salah districts, but it also supported governance structures in Taiz to deliver services more effectively.

“Thanks to the successful mediation by Ola, taking control of the water reservoirs is a first step to reviving the role of the Water Authority so that it can better serve the people.”

– Director of OMWE

ACCOUNTABILITY FOR PEACE

YEMEN (2017-2022)

The Accountability for Peace (AFP) project aims to lay the groundwork for a future reconciliation and transitional justice process in Yemen. By bringing communities together through participatory dialogues, AFP helps Yemeni citizens exercise their conflict transformation and reconciliation muscles, despite the ongoing conflict. Supported by the US State Department's Bureau of Democracy, Human Rights and Labor (DRL), trained facilitators from **Partners** Yemen lead carefully constructed dialogue spaces where community members collaboratively prioritize grievances resulting from the conflict and co-design initiatives to address these grievances.

Most initiatives pair deep conflict transformation, reconciliation, and human rights work with seed funding for development projects. These projects serve as an opportunity for community members to work side-by-side to measurably improve quality of life for all community members, reinforcing reconciliation and a meaningful commitment to peace. In the past two years alone, the project has engaged **over 700 Yemeni citizens through 54 dialogues and 28 local initiatives.**

One example concerns frequent clashes between internally displaced persons (IDPs) and host communities in the Salah neighborhood in Taiz City. This neighborhood sits near a vast no-man's land between conflict zones. Many landowners moved out at the beginning of the conflict due to the dangers of sniper fire and missile attacks, and many IDPs moved into desirable houses that were left behind. Due to Salah's proximity to the frontlines, the government has neglected service delivery in the neighborhood, and violent conflicts sometimes erupt between host and IDP communities as services become overloaded. The AFP project sponsored community dialogues including host and IDP community representatives, and local government officials to discuss these challenges. As a result, IDP and host communities have agreed to respectfully share use of public services.

AFP has provided **more than \$300k in seed funding** for projects to repair battered infrastructure, address conflict-related trauma, and provide vital medical assistance. Meanwhile, community members have provided manpower and community contributions to bolster the impact of these interventions.

700

YEMENI CITIZENS
ENGAGED

54

DIALOGUES

28

LOCAL INITIATIVES

45%

INCREASE IN AWARENESS
OF COMMUNITY ISSUES

95%

OF PARTICIPANTS WOULD
JOIN A SIMILAR PROCESS
AGAIN

WORKFORCE EMPOWERMENT FOR WOMEN IRAQ (2019-2023)

Over the last decade, the social and economic status of Iraqi women has dramatically declined, forcing them into roles that are hidden from the civic and public sphere. Still today, as the country begins to make progress on several fronts, many Iraqi women remain isolated from formal participation in economic, social and political development processes.

PartnersGlobal and **Partners**Iraq created the Workforce Empowerment for Women (WEW) program with funding support from

Global Affairs Canada (GAC) to support the implementation of Iraqi legislation protecting women’s rights and engagement in the workforce after facing seclusion following the country’s challenges with ISIS.

Through WEW, we have elevated public awareness about gender discrimination and harassment in the workplace, advised government implementation on key protective legislation, and uplifted positive social attitudes about women’s rights to employment. The project has adopted a layered approach, engaging each level of society in Iraq to construct a broad system of support for women’s safe and productive contribution to the workforce.



125 CSO MEMBERS TRAINED ON WOMEN'S RIGHTS UNDER THE LABOR LAW

62 IRAQI LAWYERS TRAINED ON GENDER PROTECTIONS AND LABOR LAW

18 DIALOGUES AND FORUMS

16 TRAININGS & WORKSHOPS

PROGRAM IMPACTS

AFRICA



25,716

STAKEHOLDERS

67

**COMMUNITY
EVENTS**

71

**FORUMS &
TRAININGS**



REFORMING PRE-TRIAL DETENTION NIGERIA (2018-2023)



Nigeria's criminal justice system faces a myriad of challenges that lead to overcrowding in detention facilities and slow processing of cases. Most citizens have little hope in accessing justice to uphold their rights in a timely manner. Marginalized populations are even more likely to experience prolonged detention, as they are unable to pay for the three b's—bribe, bail and barrister.

The Reforming Pre-Trial Detention in Nigeria (RPDN) program aims to decrease detention times and provide better services to pre-trial detainees.

Together with project partners NULAI, PWAN, and New-Rule, we installed digital registration and case management systems, provided pro bono legal services, and advocated among criminal justice actors in Nigeria's Federal Capital Territory (FCT). Supported by the United States Department of State Bureau of International Narcotics and Law Enforcement Affairs (INL), our efforts have resulted in increased access to justice for thousands of pre-trial detainees.



412 LAW STUDENTS

&

272 NIGERIAN GOVERNMENT OFFICIALS

TRAINED IN CRIMINAL JUSTICE

781 INMATES WHO RECEIVED LEGAL SERVICES

566 DETAINEES WITH PRO BONO LAWYER AT 1ST INTERVIEW

6,953 DETAINEES WITH DIGITAL RECORDS

UNIVERSITY STUDENTS INCREASE ACCESS TO JUSTICE FOR DETAINEES IN NIGERIA



Despite successful legislative reforms, many citizens in Nigeria still lack effective access to trial and legal support services. Pre-trial detainees often spend excessive time in overcrowded detention facilities. A complex mix of bureaucratic, logistic, and political challenges slow down case processing.

In Nigeria's Federal Capital Territory (FCT), the Reforming Pretrial Detention in Nigeria (RPDN) project mobilized **over 400 students** at four Nigerian university law clinics and **more than 100 pro bono lawyers** to provide volunteer support to pre-trial detainees at three custodial centers. Lawyers and university faculty members coach the students in hands-on criminal defense skills, which the students then apply for the benefit of inmates. Students verify case data, contact families, attend interviews, and support bail applications. As a result, **more than 700 pre-trial detainees** have received legal services and **more than 30 cases** have been closed since March 2020.

PartnersGlobal, together with Network of University Legal Aid Institutions Nigeria (NULAI) and New-Rule LLC, supports the volunteers via learning activities. The students regularly meet and engage with Nigerian criminal justice sector experts and interact with students and criminal justice actors

in the U.S. via virtual exchange sessions. Experiential learning activities and a high level of interactivity make for enthusiastic participation. Earlier this year, **52 students volunteered additional time** for a series of specific U.S.-Nigeria-led mentorship activities.

"Our work sensitizes us to the needs of the poorest of the poor. It gives us the confidence that we can positively contribute to society."

- Nigerian Law Clinic Student

With the monthly pre-trial defense population in the FCT averaging 80%, the need for pro bono lawyers is not likely to decline. There is also a constant influx of newly admitted suspects held at FCT police stations who require legal representation. Over the last 18 months, RPDN partner Partners West Africa - Nigeria (PWAN) provided legal services to **more than 500 pre-trial detainees at 10 police stations** in the FCT under the "Police Duty Solicitors Scheme." The duty solicitors, who are lawyers, attend the detainees' first interview with the police, file bail applications, and use conflict resolution methods to reduce detention times and provide better services to pre-trial detainees.

ROADMAPS TO SECURITY

SENEGAL AND BURKINA FASO (2018-2024)

As in other parts of the Sahel, citizens in Senegal and Burkina Faso tend to report that they distrust law enforcement actors, and perceive them as ineffective and corrupt. **Partners**Global, in partnership with Partners West Africa-Senegal (PWAS) and Burkinabe organization FOSEC implemented the first phase of this project in Senegal and Burkina Faso from 2017 to 2021. Since February 2022, we are implementing a second phase exclusively in Senegal.

Funded by the United States Department of State Bureau of International Narcotics and Law Enforcement (INL) the first phase of the

project brought together **more than 15,000** citizens, government officials, law enforcement agents, and other stakeholders in Senegal and Burkina Faso to jointly identify and address road safety challenges affecting their communities and to build trust-based relations. Community members and security actors will participate in training on community engagement and anti-corruption with a focus on women's inclusion in such initiatives.

Together with our partners, we provided citizens opportunities to meet law enforcement, often for the first time. Community members and security sector representatives collaborate to hold community dialogues, 'caravan roadshows', theatrical performances, or school visits. In some communities, citizens and law enforcement agents worked together to develop joint road safety initiatives such as training courses for motorcycle drivers or neighborhood watch groups.



“The defense and security forces listen now. Communication has finally been established between us.”

- Resident in Burkina Faso

15,380

STAKEHOLDERS

44

COMMUNITY
EVENTS

11

FORUMS &
TRAININGS

2070

PARTICIPANTS IN
OPEN DOOR DAYS

8850

CARAVAN ROADSHOW
PARTICIPANTS

STRENGTHENING ANTI-CORRUPTION EFFORTS NIGERIA (2018-2021)

The Promoting Civil Society Participation in Anti-Corruption Efforts in Nigeria (Access Nigeria) project supported anti-corruption efforts throughout the country. Funded by the U.S. Department of State's Bureau of International Narcotics and Law Enforcement (INL), the program educated citizens about the Open Government Partnership (OGP) and deepened synergies and collaboration between civil society and government in the implementation of Nigeria's OGP commitments.

Social media posts for the project made **over 500,000 impressions** and its affiliated TV show reached **2 million viewers**. The project also supported the adoption and implementation of the Administration of Criminal Justice Act (ACJA), which seeks to close loopholes in Nigeria's criminal justice system that have been exploited to circumvent justice.

PartnersGlobal, New-Rule, and PWAN also implemented the Facilitating Accountability Integrity and Resiliency (FAIR) methodology at the local government level. **Partners'** FAIR methodology treats corruption as a symptom of an organization's lack of effective systems to decrease the potential for corrupt actions versus 'naming and shaming' of those taking unethical or corrupt decisions or actions. FAIR involves all stakeholders to build trust and create long-term solutions. We worked closely with stakeholders in the Abuja Municipal Area Council to develop a reform strategy.

Under Access Nigeria, we facilitated **20 dialogues between citizens and municipal government actors** to address corruption and improve government service delivery. We also deployed **scorecards to help citizens assess corruption** in local government and ascertain its impacts on service delivery.



20 MULTI-STAKEHOLDER
DIALOGUES

273
PARTICIPANTS

WENT THROUGH THE FAIR PROCESS

2MIL

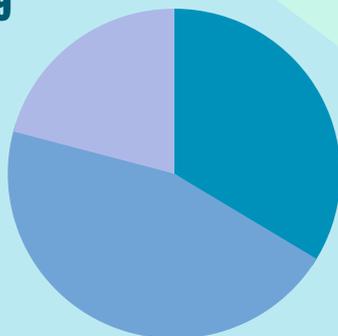
VIEWERS & 500K SOCIAL
MEDIA IMPRESSIONS

PARTNERSGLOBAL BY THE NUMBERS



PROGRAM SERVICES BY REGION

Global & LAC
\$2,375,419



Africa
\$3,825,934

MENA
\$5,172,035

NEW PROGRAMS

JANUARY 2021 - JUNE 2022

SURVIVOR-CENTERED
POLICING IN WEST
AFRICA

\$350K

SAHEL ROAD
SAFETY INITIATIVE

\$1MIL

CIVIL SOCIETY
RESILIENCE ACTIVITY

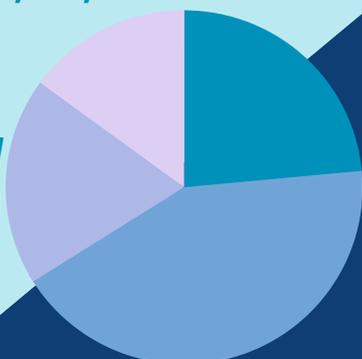
\$9MIL

BY PRACTICE AREA

Security
\$1,699,094

Peacebuilding
\$2,675,123

Resiliency
\$2,161,210



Justice
\$4,837,962

**OVER \$10MIL
IN NEW
FUNDING**

ACKNOWLEDGEMENTS

FUNDERS

Ford Foundation West Africa
Global Affairs Canada (GAC)
Humanity United (HU)
National Endowment for Democracy (NED)
Open Society Foundations
PeaceNexus Foundation
US Agency for International Development (USAID)
US State Department Bureau of Conflict and Stabilization Operations (CSO)
US State Department Bureau of Democracy, Human Rights, and Labor (DRL)
US State Department Bureau of International Narcotics and Law Enforcement Affairs (INL)

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At PartnersGlobal, we believe that civic space is the cornerstone of inclusive, accountable, and healthy societies that protect the rights of citizens. In the face of rising authoritarianism, ensuring open civic space is imperative. That is why it is our mission to contribute to the resiliency of civic actors. We could not do this without all of your contributions to our organization - as trusted partners, funders, staff and peers. Thank you!

- Kyra and Roselie, Co-Executive Directors



PARTNERSGLOBAL
Together for Democratic Change

WE THANK YOU FOR YOUR SUPPORT



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