




PARTNERSGLOBAL

Together for Democratic Change



Global network of 20 independent local civil society organizations working at the intersection of democracy and peace. Strong focus on participatory processes, bringing diverse stakeholders together, developing a culture and capacity for dialogue, collaboration, and peaceful resolution of conflicts, and investing in CIVIL SOCIETY RESILIENCE.

We believe in the power of local leadership and global collaboration to achieve inclusive, sustainable and prosperous societies where:

- Rights are respected
- Conflicts are resolved without resorting to violence
- Ordinary people participate in the decisions that affect them
- Resources are carefully managed and conserved for future generations



WHAT IS RESILIENCY

The capacity and ability to **anticipate, adapt, respond and recover** from the impacts of quickly changing external conditions in the civic space.

It means looking at the entire ecosystem to understand the interconnections, influences, power dynamics, and feedback loops to also **address the systemic and structural issues** that limit the exercise and expansion of democratic rights and freedoms.

WHY CIVIL SOCIETY RESILIENCE?

We were never at the 'end of history,' but we did see a rapid expansion of democratic values and ideals that gave way to new opportunities for citizens to organize and (re)assert their agency in matters of public concern. We saw civil society flourish.

However, the **global authoritarian backlash**, as well as other changes in our operating environment, showed us that we were not adequately prepared to **respond** and **adapt** to these changes nor to effectively **push back** against the closing of the civic space .

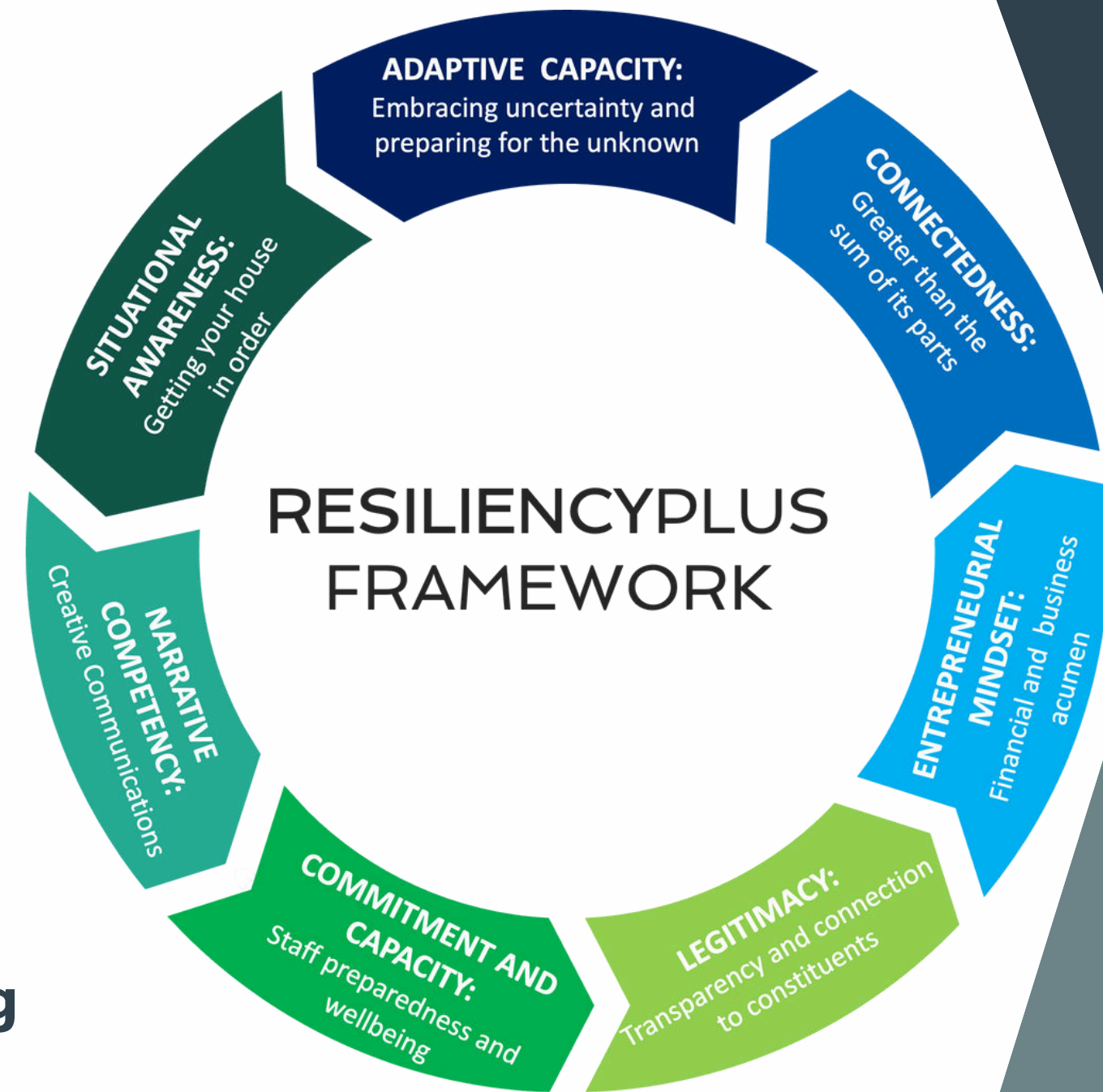
RESILIENCYPLUS

Analytical Framework

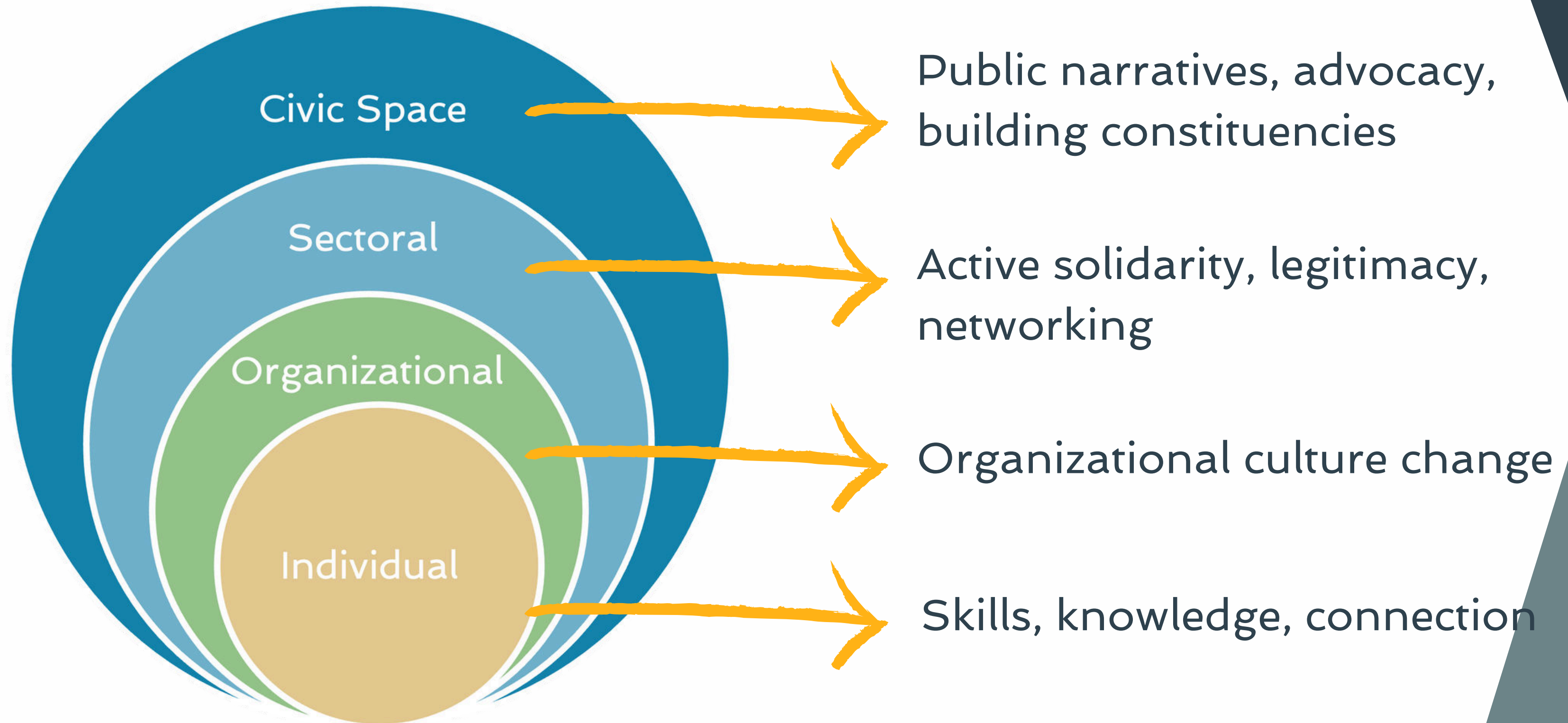
Focuses on **emerging** threats and challenges to civil society and the new skills, competencies, and approaches needed to address them, particularly in contexts of high volatility and closing civic space.

Peer-Based Approach

Seeks to **bolster** sectoral engagement, learning, and collaboration by enabling spaces for joint reflection and planning. Emphasis on **leveraging** and **complementing** existing expertise, assets, and capacities of the sector.



LEVELS OF RESILIENCE



KEY ASPECTS



FLEXIBLE, DEMAND, &
LOCALLY-DRIVEN



PEER-BASED LEARNING AND
SUPPORT



FOCUS ON ALL LEVELS OF
RESILIENCE



BOTH INWARD LOOKING &
OUTWARD FOCUSED

GLOBAL REACH

Over 200
participating
orgs and groups



Over 40 peer
coaches and
trainers (15
languages)

AFRICA: 36 orgs

Kenya: 6 organizations

Nigeria: 6 organizations

Senegal: 6 organizations

Tanzania: 6 organizations

Uganda: 6 organizations

Zimbabwe: 6 organizations

EUROPE: 61 orgs

Georgia: 6 organizations

Hungary: 3 organizations

Kosova: 6 organizations

Poland: 3 organizations

Serbia: 37 organizations

Slovakia: 6 organizations

LATIN AMERICA: 36 orgs

Ecuador: 6 organizations

El Salvador: 3 organizations

Honduras: 6 organizations

Guatemala: 15 organizations

Nicaragua: 6 organizations

ASIA: 60 orgs

Cambodia: 48 organizations

Malaysia: 12 organizations

MENA: 11 orgs

Bahrain: 3 organizations

Kuwait: 8 organizations

IMPLEMENTATION MODALITIES

- Joint analyses and diagnostics
- Structured accompaniment and joint planning processes
- Training and capacity-building programs
- Networking, coalition-building, and stakeholder engagement support
- Direct financial support through small grants and stipends

EXAMPLES

COALITION-BUILDING AND
ADVOCACY SUPPORT FOR
SERBIAN ORGANIZATIONS
INCLUDED IN A BLACK LIST BY
GOVERNMENT (ACCUSED OF
FINANCING TERRORISM)

FUNDRAISING SUPPORT AND
TRAINING ON REVENUE
DIVERSIFICATION FOR
CAMBODIAN ORGS FACING
RESTRICTIONS ON ACCESSING
INTERNATIONAL FUNDS

COACHING AND MENTORSHIP
TO HUNGARIAN AND POLISH
ORGANIZATIONS FACING
INCREASED HARASSMENT AND
PRESSURES FROM
GOVERNMENT ENTITIES

ADAPTIVE MANAGEMENT AND
HOLISTIC SECURITY
ASSISTANCE TO NICARAGUAN
ORGS (INCLUDING DIASPORA)
TO CONTINUE WITH THEIR
PROJECTS.

SOME KEY FINDINGS

Spaces and processes for self reflection and analyses remain rare within CSOs.

There is still a strong need for civil society support in the form of capacity-building and strengthening.

AWARENESS AS RESULT*

Participating organizations have found value in the assessment step on its own.

TAILORED COACHING

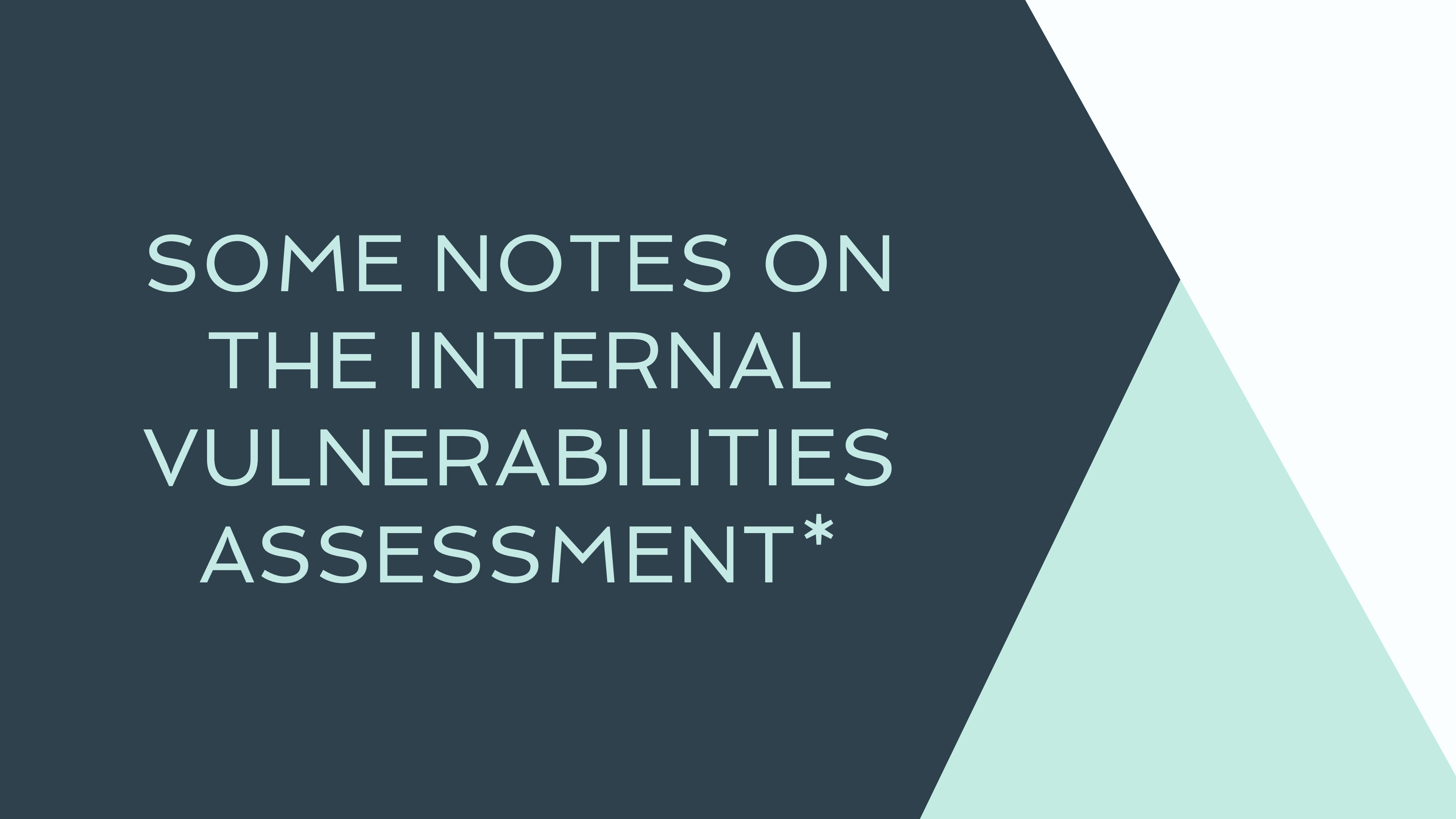
This is the key factor of success, based on the independent evaluation of the different implementations.

FINANCIAL SUPPORT

A second factor of success is access to flexible financial support to implement resiliency improvements

DISCOVERY OF KEY SUB-FACTORS*

Commonalities point to possible fundamental / cross-cutting factors.



SOME NOTES ON THE INTERNAL VULNERABILITIES ASSESSMENT*

FACTOR	INDICES		
ADAPTIVE CAPACITY	Multi-generational leadership	Agile governance	Contingency planning
SITUATIONAL AWARENESS	Internal vulnerabilities awareness	External threats awareness	Systems awareness / thinking
CREATIVE COMMUNICATIONS	Narrative competency	Crisis communication	Adopting new technologies
COMMITMENT AND CAPACITY	Connection to the work	Preparedness	Wellbeing
LEGITIMACY	Prioritizing accountability	Managing public image	Connection with constituents
ENTREPRENEURIAL MINDSET	Financial preparedness	Experimentation and innovation	Revenue diversification
CONNECTEDNESS	Network membership	Active solidarity	Collaborating to create shared value

INTERNAL VULNERABILITIES ASSESSMENT

ONLINE PERCEPTION SURVEY
84 questions organized under the 7 resilience factors
->Heatmap

FACILITATED DISCUSSION
Discuss, refine and validate results.
Analytical Report
Validated and prioritized results.



KEY SUB-FACTORS*



**Contingency
planning**
(under Adaptive
Capacity)



**Narrative
engagement**
(under Creative
Communications)



Staff wellbeing
(under
Commitment and
Capacity)



**Networking,
Active Solidarity**
(under
Connectedness)

FOR MORE DETAILS:

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