



**PARTNERSGLOBAL**  
*Together for Democratic Change*



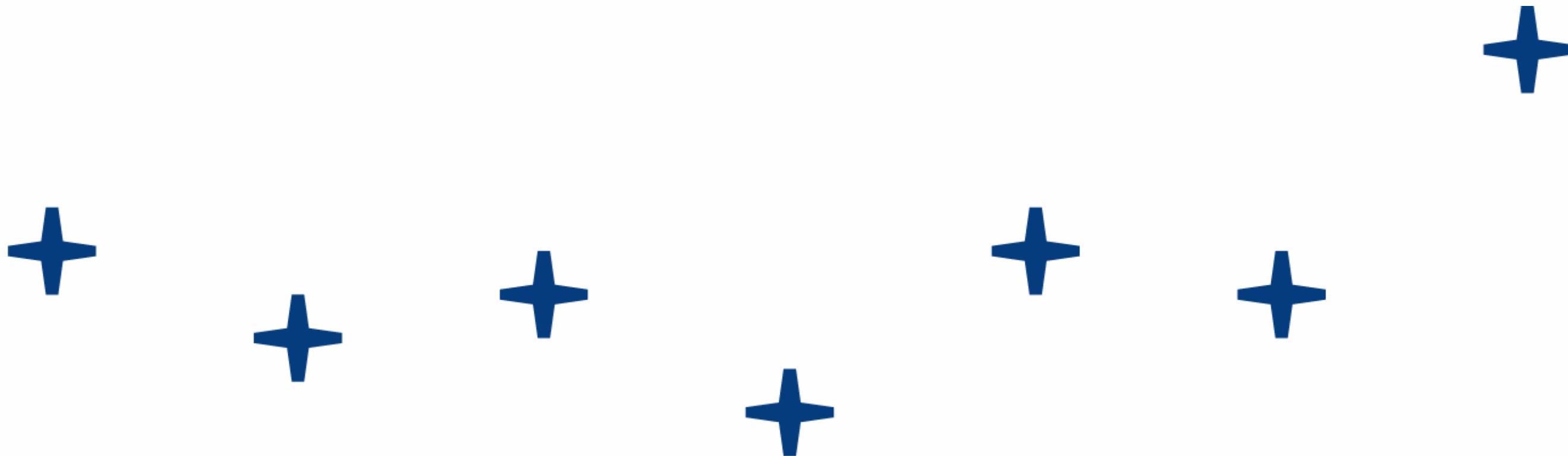
Global network of 20 independent local civil society organizations working at the intersection of democracy and peace. Strong focus on participatory processes, bringing diverse stakeholders together, developing a culture and capacity for dialogue, collaboration, and peaceful resolution of conflicts,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



# RESILIENCYPLUS



# 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 .

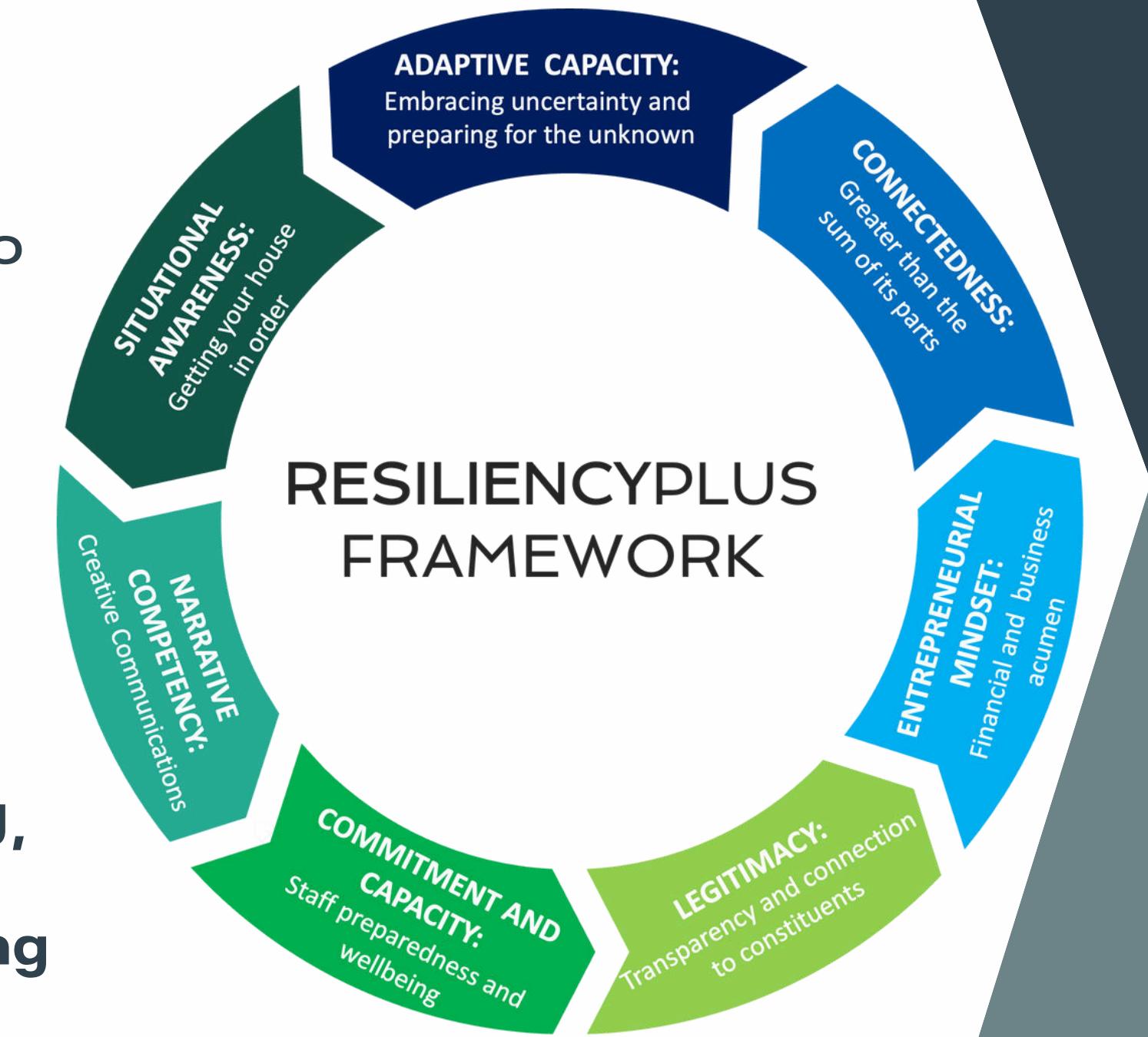
# RESILIENCYPLUS

## Analytical Framework

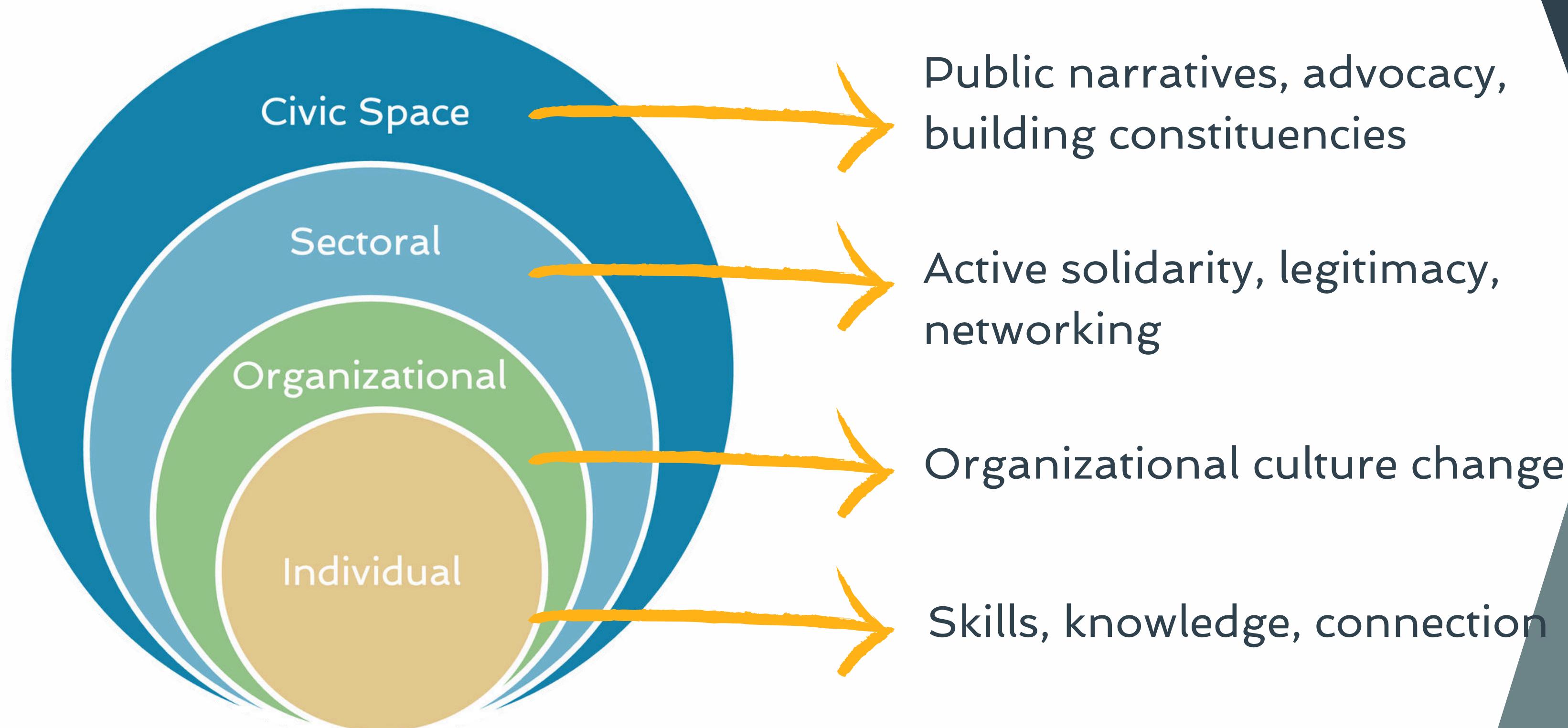
Focuses on **emerging** threats and challenges to civil society and the new skills, competencies, and approaches needed to address them, particularly in contexts of high volatility and closing civic space.

## 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



FOCUS ON ALL LEVELS OF  
RESILIENCE



PEER-BASED LEARNING AND  
SUPPORT



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

## 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.

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.

# 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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