PartnersGlobal and the Partners Network

Albania	Argentina	Brazil	Bulgaria	Colombia
Ecuador	El Salvador	Georgia	Hungary	Iraq
Jordan	Kosovo	Lebanon	Mexico	Nigeria
Peru	Poland	Senegal	Serbia	Slovakia
USA	Yemen			

Resiliency +

What We Discovered

Difference between sustainability and resiliency

Adaptive capacity of organizations is essential

Need to understand the entire ecosystem

Our Approach: Resiliency+

The RESILIENCY+ FRAMEWORK provides a nuanced understanding of how civil society organizations and actors operate, adapt and thrive in response to multi-faceted and multi-dimensional changes to socio-political-economic dynamics.

The RESILIENCY+ FRAMEWORK is a guide and toolkit for civil society organizations that offers insights into what strategies, tactics and tools are useful to increase the capacity to withstand the shocks and trauma of changes and impacts of closing space.

Levels of Resiliency

Greater Civic Space System

(government, private sector, citizens, media)

Sectoral

Organizational

Individual

Challenges Facing CSOs

Financial Constraints	Restrictive & Politicized Legal Environment	Emerging Conflict Dynamics
Disconnect with Constituents	External Closing Space Threats to Civil Society	Fragmented & Isolated Civil Society Sector
Disrespect of Civil Liberties & Freedoms	Divisive Narratives & Control of Information	Harassment & Direct Attacks

Using Sustainability Solutions for Resiliency Problems	Unresponsive Organizational & Leadership Models	
Weak Attention to Staff Wellbeing	Key Internal Vulnerabilities of Civil Society Organizations	Inability to Articulate & Communicate Mission & Goals
Conventional Approach to Business Development	Lack of Inter-Generational Engagement	Weak Leverage of Networks & Connections

Factors of Resiliency

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Factors of Organizational Resiliency in Closing Civic Space

Connectedness: Greater than the Sum of Its Parts

Resiliency Ethos: Embracing Uncertainty

Legitimacy: Radical Transparency

Creative Communications: Using an Innovative Approach

Business Acumen: Entrepreneurial Mindset

Situational Awareness: Systems Thinking

Agility and Flexibility: Preparing for the Unknown

Situation Awareness: Systems Thinking

Internally, organizations are complex systems. Simultaneously, they exist within even larger societal systems. Maintaining an awareness of the actors and dynamics at each of these levels and using that awareness to inform decision-making allows organizations to address threats and capitalize on opportunities.

Resilience Ethos: Embracing Uncertainty

Resiliency is a set of skills, a dedicated process and, more importantly, a mindset that allow an organization to embrace uncertainty and endure and recover from setbacks. Resilience requires a culture of creative planning, flexibility, continued learning, and self-care embedded across all levels. In this culture, resilience issues are key considerations in strategic planning and program implementation.

Agility and Flexibility: Preparing for the Unknown

The ability to act in anticipation of or in response to threats, vulnerabilities, or opportunities within changing civic space is essential to organizational resiliency. This adaptive capacity is built by cultivating innovation, creativity, strong leadership, clear communication, positive working relationships, and a shared organizational vision.

Connectedness: Greater than the Sum of its Parts

Strong organizations are purposefully and actively connected internally, with constituents, within the sector and across sectors. This allows them to proactively manage change and build communication pathways to inform decision-making and increase preparedness.

Business Acumen: Entrepreneurial Mindse

To capitalize on new opportunities, create value, innovate, and effectively network, organizations must maintain an entrepreneurial mindset that enables access to diversified funding, strategic alliances, innovative service delivery, and quick recovery from civic space shocks.

Legitimacy: Radical Transparency and Constituent Engagement

Legitimacy is needed to ensure both domestic and international public support in order to endure sudden or extended changes in the civic space. A culture and processes to ensure transparency and accountability to both donors and constituents are indispensable elements to build connections and trust, solidifying an organization's legitimacy in the space.

Creative Communications: Using an Innovative Approach

To better connect with the public and other stakeholders in the civic space and to bring clarity about their work, organizations need to communicate creatively. Creative communications require an intentional effort to develop and diffuse appropriate messages for different publics, planning communication strategies in case of crisis, and leveraging new tools, technologies, and approaches to remain connected to the world.
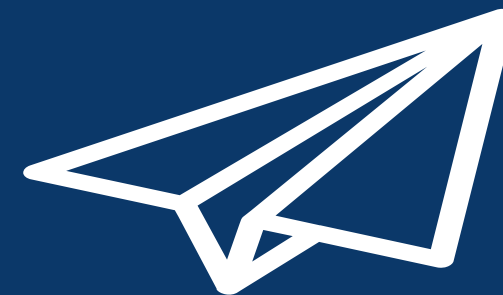
Thank you!

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Keep in touch!