Indicators for the Resiliency of Peacebuilding Organizations
PartnersGlobal and the Partners Network
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
- Disrespect of Civil Liberties & Freedoms
- Disconnect with Constituents

- Restrictive & Politicized Legal Environment
- Divisive Narratives & Control of Information
- External Closing Space Threats to Civil Society

- Emerging Conflict Dynamics
- Fragmented & Isolated Civil Society Sector
- Harassment & Direct Attacks

- Using Sustainability Solutions for Resiliency Problems
- Weak Attention to Staff Wellbeing
- Conventional Approach to Business Development

- Unresponsive Organizational & Leadership Models
- Key Internal Vulnerabilities of Civil Society Organizations
- Lack of Inter-Generational Engagement

- Inability to Articulate & Communicate Mission & Goals
- Weak Leverage of Networks & Connections
Factors of Resiliency

Factors of Organizational Resiliency in Closing Civic Space

- 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
- Connectedness: Greater than the Sum of Its Parts
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.
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.
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.
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 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.
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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