

ACTION BRIEF

KEY FINDINGS AND RECOMMENDATIONS FROM A DEEP DIVE STUDY OF RESILIENCYPLUS (R+)

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ABOUT THIS ACTION BRIEF

This Action Brief captures key findings and recommendations from a deep dive study of ResiliencyPlus, one of the key interventions implemented under the USAID-funded Illuminating New Solutions and Programmatic Innovations for Resilient Spaces (INSPIRES) program. This brief's focus on actionable findings and the team's adaptive approach to implementation means that some findings are not included here. We hope this brief documents that learning journey and provides a useful set of lessons learned and practical recommendations for future programming.

For questions on this brief, please contact Laurel Schmitt (lschmitt@r4d.org).

GLOSSARY OF KEY TERMS AND ACRONYMS

CSO - Civil Society Organization

ICNL - International Center for Not-for-Profit Law

INSPIRES - Illuminating New Solutions and Programmatic Innovations for Resilient Spaces

MSC - Most Significant Change

Org - Organization

PG - PartnersGlobal

R+ - ResiliencyPlus

R4D - Results for Development

ROCCS - Resilient Organization in Changing Civic Space

USAID - United States Agency for International Development

USD - U.S. Dollar

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EXECUTIVE SUMMARY

Designed and led by PartnersGlobal, ResiliencyPlus (R+) is a 12-month capacity strengthening intervention that provides support for civil society organizations to improve their organization's level of resilience. Between 2018-2023, R+ was implemented with participating organizations through a cohort-based model as part of the USAID-funded INSPIRES program.

This deep dive study is both a retrospective and prospective look at R+'s implementation and outcomes for a subset of participating organizations in the second cohort of the program under INSPIRES. Key findings are presented across two themes: implementation and outcomes.

- **Implementation Finding #1:** Most participating organizations in the deep dive study successfully completed all intended PartnersGlobal-planned activities through R+. Implementation of these activities was a highly collaborative effort and adapted across organizations, helping to secure greater buy-in from participating organizations' staff.
- **Implementation Finding #2:** All organizations in the deep dive study completed at least 1-2 activities from their Resiliency Roadmaps during implementation of R+. However, most of these activities were supported by the R+ subgrant and some organizations faced challenges with subgrant delays and finding the right consultant to support activities.
- **Implementation Finding #3:** Few organizations were able to complete the full extent of the activities they included in their Roadmaps during the R+ process given time and funding constraints, but most planned to continue working on these activities beyond the formal end of the program.
- **Outcomes Finding #1:** All participating organizations in the deep dive study reported greater awareness of their internal vulnerabilities and external threats after participating in R+, which was independently corroborated by their coaching teams.
- **Outcomes Finding #2:** Most organizations in the deep dive study made at least one organizational change based on support from R+. Nearly all reported changes were made using subgrant funding and most were related to the activities that organizations undertook during Roadmap implementation.
- **Outcomes Finding #3:** Despite positive signs of progress toward this outcome, there is evidence that organizations may face challenges sustaining some of the organizational changes they made through R+.
- **Outcomes Finding #4:** There is also evidence that most participating organizations in the deep dive study strengthened connectedness with other partners through participation in R+, and that these connections continued to be sustained at least 2-3 months after the formal end of the program.
- **Outcomes Finding #5:** There was clear consensus among respondents that nearly all organizations were more resilient to changes in civic space after participating in R+.

Based on the key findings above, the research team recommended the following action steps to achieve greater impact and ensure sustainability.

- **Recommendation #1:** In the next phase of the program, consider extending the intended implementation timeline for both PartnersGlobal-planned and organization-planned activities under the R+ subgrant.
- **Recommendation #2:** Continue to provide dedicated funding to support organizations' efforts to make organizational changes through R+. However, strengthen internal program management systems to ensure timely disbursement of funds and find ways to integrate sustainability planning into discussions with organizations from the outset.
- **Recommendation #3:** Allocate more financial and human resources to support structured peer learning opportunities within and across cohorts to increase knowledge sharing and collaboration. Where possible, prioritize in-person engagement and find opportunities to support exchange throughout the R+ process, not only at the beginning and the end.
- **Recommendation #4:** Continue to make strategic investments in competent, relatable coaching teams and explore ways to gradually phase out this accompaniment support to organizations beyond the formal end of the R+ process.
- **Recommendation #5:** Continue to explore opportunities to provide R+ support to both smaller, nascent organizations as well as those that are more well-established.

These findings and recommendations were shared with the PartnersGlobal team across a series of workshops from May to July 2023. The PartnersGlobal team took steps to adapt their programming and this Action Brief is meant to document the highlights of the research findings and actions taken.

INTRODUCTION

Overview of INSPIRES and ResiliencyPlus

Illuminating New Solutions and Programmatic Innovations for Resilient Spaces (INSPIRES) was a five-year USAID-funded program intended to increase the understanding of the drivers of closing civic and political space, and support the USAID Democracy, Human Rights, and Governance Strategy (DRG) Center and global DRG community to strategically respond to the growing trend of closing civic and political space around the world. Between 2018-2023, the INSPIRES consortium (Internews, International Center for Not-for-Profit Law (ICNL), DevLab at the University of Pennsylvania, PartnersGlobal, and Results for Development (R4D)) undertook work to contribute to three complementary objectives:

1. Develop Innovative Analysis to Deepen Understanding of Civic Space Drivers and Inform Programmatic Priorities for Civil Society (Machine Learning)
2. Test ResiliencyPlus Framework Interventions (ResiliencyPlus)
3. Empower Local Partners to Address Civic Space Threats Effectively (Flexible Response Funds)

As the second objective of INSPIRES, ResiliencyPlus (R+) is a 12-month mentorship and networking intervention that provides support for civil society organizations to improve their organization's level of resilience. Drawing on research and insights from the latest academic and practitioner thinking on resilience, R+ is a multi-stage process that helps participating organizations understand their strengths and weaknesses, examine their external civic space environment, build a roadmap with action steps to increase their resiliency, and implement that roadmap, making sure to pause, reflect, and adapt as needed.

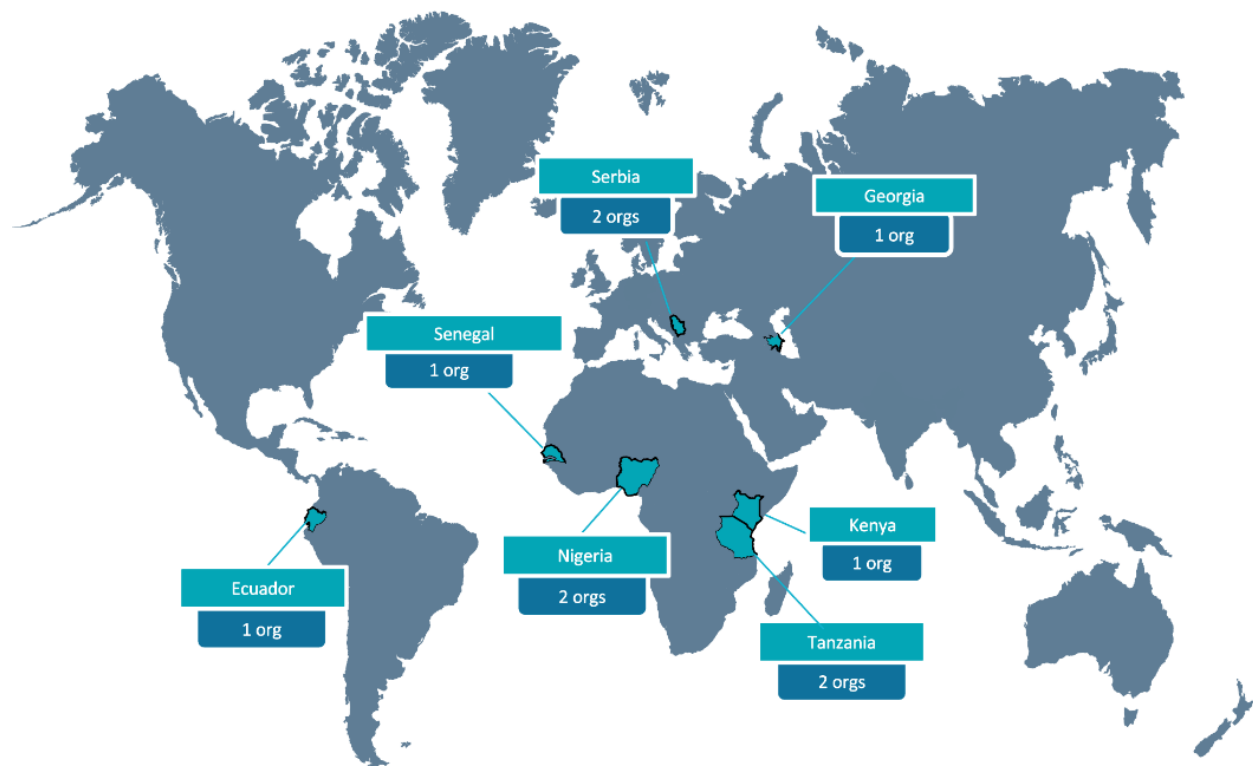
Purpose and Methodology of the Deep Dive Study

The deep dive study assessed programming delivered by PartnersGlobal to a subset of ten participating organizations in the second cohort of R+ under INSPIRES between March 2021 and December 2022. The primary objectives of the deep dive study were to:

- Assess what participation in the R+ process produced for a subset of organizations
- Identify potential drivers or key components of the process that may be associated with better outcomes across those same organizations
- Generate actionable learnings to improve the effectiveness of R+ for future participants

The ten organizations included in the study represented all seven countries (Serbia, Georgia, Senegal, Kenya, Tanzania, Nigeria, and Ecuador) that participated in the second R+ cohort as seen in Figure 1 below. These ten organizations were identified based on several criteria, including geographic location and their level of engagement in the R+ process (with both highly engaged and non-highly engaged organizations included in the study sample).

Figure 1: Countries represented in the deep dive study sample



The deep dive study applied rigorous qualitative methods, including 35 key informant interviews, 10 focus group discussions, a survey, and document collection. Survey results and document review informed tailored interview protocols, interviews were coded and analyzed in Atlas.ti, and findings were presented to PartnersGlobal, INSPIRES consortium partners, and USAID in May 2023. Findings were primarily drawn from key informant interviews and focus group discussions with representatives from participating organizations and R+ coaching teams.

While the information shared in this brief focuses on findings and recommendations from the deep dive study, it is important to note that this study was supplemental to a Most Significant Change study, undertaken with all organizations in the second cohort of R+, that collected and verified 22 stories of change from participating organizations following R+ implementation. Both the deep dive and Most Significant Change studies were conducted by Results for Development (R4D).

KEY FINDINGS

These findings are presented across two key themes: program implementation and outcomes.

Assessment of R+ program implementation

Implementation of the R+ process includes multiple stages and activities. Participating organizations start the process by completing the Resilient Organization in Changing Civic Space (ROCCS) Assessment to help identify their organizational strengths and weaknesses. They then work with a pair of coaches - one based in the country in which the organization operates, and another based outside that country - to understand their ROCCS results, analyze the external civic space environment, and develop a Resiliency Roadmap with action steps to improve their resiliency. Finally, organizations are responsible for implementing those Roadmap actions and receive a small amount of funding (around 10,000 USD) to do so.¹

Key finding:

Most participating organizations in the deep dive study successfully completed all intended PartnersGlobal-planned activities through R+.² Implementation of these activities was a highly collaborative effort and adapted across organizations, helping to secure greater buy-in from participating organizations' staff.

All organizations had multiple staff members participate in PartnersGlobal-planned activities, especially early-stage activities such as the ROCCS assessment and development of a Resiliency Roadmap. Respondents noted that the collaborative nature of these activities was particularly valuable since it helped create buy-in from organizations' staff and allowed an organization's entire team to contribute ideas on how to strengthen the organization's resilience.

The coaching teams also adapted certain PartnersGlobal-planned activities to better suit organizations' specific needs and contexts. For example, in Nigeria, the coaching team organized in-country cohort networking events and trainings given the additional support Nigerian organizations needed amid growing civic space threats. In Serbia, when one organization was suddenly faced with a major leadership transition, their R+ coaching sessions shifted almost entirely to providing support for the incoming and outgoing leaders. Lastly, in Tanzania, the local coach provided organizations with tailored R+ orientation sessions in their native language, Swahili. Respondents noted that they appreciated the flexibility that R+ coaching teams offered, which allowed organizations to align their time and resources with the most impactful activities.

¹ To learn more: <https://www.partnersglobal.org/wp-content/uploads/2020/11/Resiliency-Framework.pdf>

² PartnersGlobal-planned activities were defined as: the ROCCS assessment and discussion of results, ecosystem analysis, scenario planning exercise, development of a Resiliency Roadmap, application and receipt of grant funding for implementation of Roadmap activities, regular coaching support; and participation in cohort learning events, such as the R+ orientation session and the Global Networking Event held in Tanzania in November 2022.

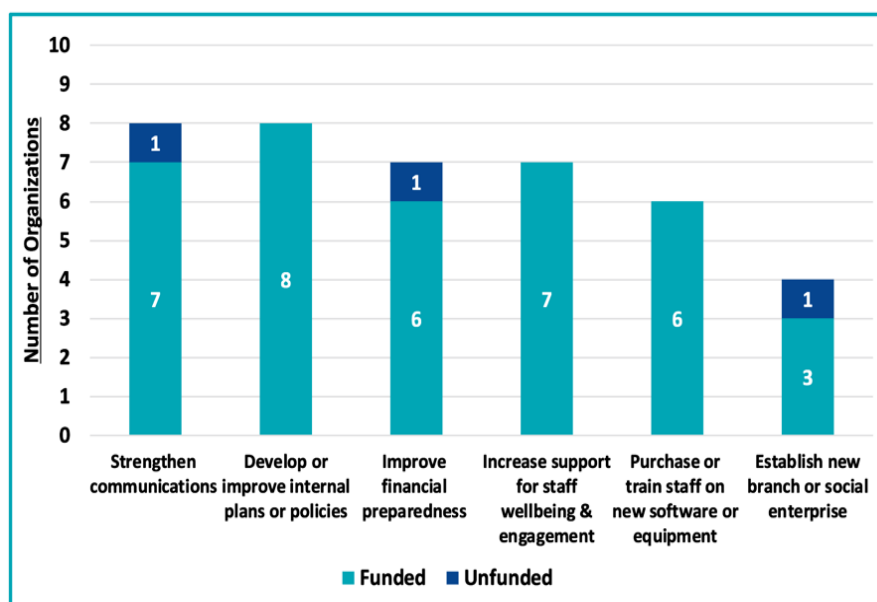
Key finding:

All organizations in the deep dive study completed at least 1-2 activities from their Resiliency Roadmaps during implementation of R+. However, most of these activities were supported by the R+ subgrant and some organizations faced challenges with subgrant delays and finding the right consultant to support activities.

All organizations completed at least one activity from their Resiliency Roadmaps during implementation of R+ and most of these activities were subgrant funded, as shown in Figure 2³.

The types of activities that organizations completed included those related to strengthening communications materials, developing new policies or

Figure 2: Types of Roadmap activities completed by organizations



strategic plans, improving financial preparedness by hiring new staff or consultants to support fundraising efforts, purchasing or training staff on new equipment or software, and establishing new branches or social enterprises. Some organizations also reported establishment of more internal discussion forums among staff, which was often an activity that organizations completed without subgrant funding. Most of the activities that organizations prioritized during R+ were either in response to their strengths and weaknesses identified through the ROCCS assessment or due to threats in the external environment that were most salient to them at the time of Roadmap development. As one respondent whose organization focused on improving financial preparedness explained, *"R+ came at the right time...when COVID-19 was in full swing, and donors were re-prioritizing their support in country."*

While all organizations were able to make progress on implementation of their Roadmaps, some faced challenges along the way. Many organizations experienced delays in receiving subgrant funding. They reported quite a lot of back and forth with the INSPIRES consortium to finalize budgets, which sometimes resulted in them having to use their own funds or find alternative funding sources to support time-sensitive Roadmap activities. As one organization representative explained, *"We communicated constantly with [consortium partner] to better understand why the funds were not disbursed early enough. Overall, the situation was well-*

³ The categories of activities in this graph are not mutually exclusive.

managed, but we had to work twice as hard to catch up the time lost.” Several organizations also experienced difficulty in identifying the right consultant to support activities and conduct trainings given high rates and low availability in country.

Key finding:

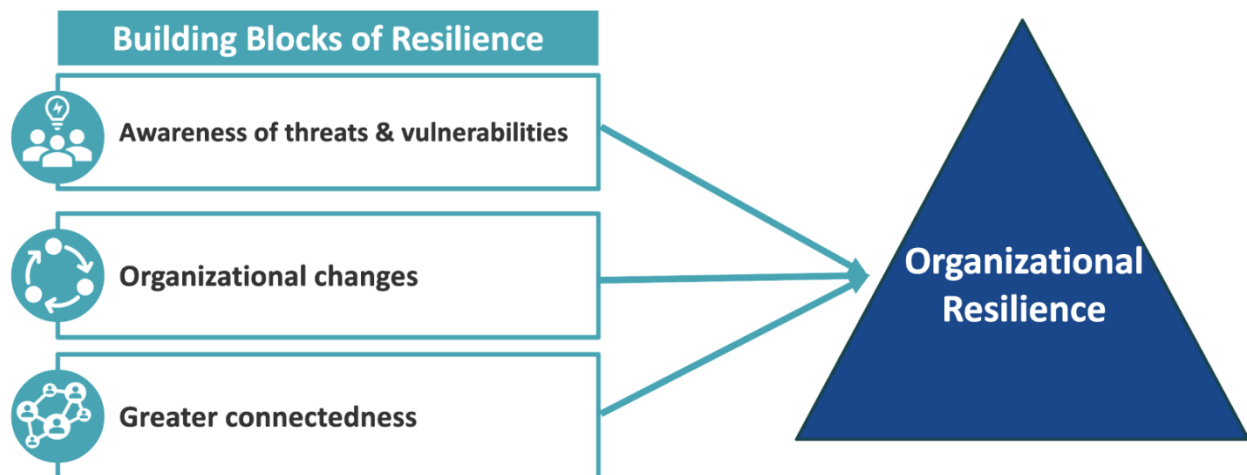
Few organizations were able to complete the full extent of the activities they included in their Roadmaps during the R+ process given time and funding constraints, but most planned to continue working on these activities beyond the formal end of the program.

While all organizations completed at least one activity during R+ implementation, about half still had ongoing or incomplete activities at the end of R+. Examples of these activities included development of new strategies or sustaining progress on the creation of a new organizational center or social enterprise. While most organizations planned to continue working on these activities after the formal end of the program, some emphasized that their ability to do so would depend on availability of additional financial resources.

Assessment of progress towards R+ program outcomes

Organizational resilience is a complex outcome to measure. For the deep dive study, the R4D research team disaggregated the complexity of this outcome by posing sub-outcomes or “building blocks” that, all together, comprised our assessment of whether and how well the intermediate outcome of organizational resilience was achieved for each participating organization in the study sample. The findings presented in this section focus on progress towards both program sub-outcomes and the overall intermediate outcome of improved organizational resilience.

Figure 3: Building Blocks of Resilience



Each key finding in this section includes an "active ingredient spotlight" which provides more information on core components of the R+ process that surfaced as potential drivers of progress toward that outcome.

Key finding:

All participating organizations in the deep dive study reported greater awareness of their internal vulnerabilities and external threats after participating in R+, which was independently corroborated by their coaching teams.

As one organization representative explained, *“With R+, we gained a clearer vision of what we need, of the internal problems, of the risks we are faced with. If we were at 50%, now we are at 90% aware of the risks...In other words, we are almost twice as aware.”* Respondents reported greater awareness among organizations’ staff regarding the importance of establishing strong internal and external communication practices within an organization. For example, organizations reported creating space for staff to regularly engage and learn about each other’s work or developing strategies and tools to better communicate the organization’s mission and activities to external partners and constituents. Other areas in which organizations improved their awareness through R+ included around the importance of prioritizing staff wellbeing

initiatives, diversifying funding sources for organizational activities, and strengthening connectedness with other civil society organizations.

Active Ingredient Spotlight: ROCCS Assessment

The ROCCS Assessment is a set of Likert-style questions to evaluate an organization's approaches to work, policies, and experiences.⁴ The assessment is taken independently by all staff members of an organization, and then the results are shared, discussed, and validated with the organization's coaching team. These results aim to serve as a foundation for organizations in deciding what activities to include in their Resiliency Roadmaps. See Appendix A for a sample ROCCS Assessment result.

Nearly all respondents - coaches and participating organizations - referenced the ROCCS Assessment as a key aspect of R+ that helped improve organizations' awareness, saying it surfaced internal strengths and vulnerabilities that organizations had sometimes not thought about before the program. As one organization further described, *"Everything started with the [ROCCS]...that had a big impact because it allowed us to have an idea about our organization and to face some of our challenges... [for example] our internal communication was lacking...but now we are working more and more as a team."*

Specific components of the ROCCS that organizations found most valuable included:

- **The assessment itself**, which provided a structured way for the organization to evaluate its strengths and weaknesses from the perspective of all staff members.
- **Discussion of the ROCCS results with R+ coaches** also offered organizations the space to engage in in-depth dialogue about their strengths and weaknesses, a space which some organizations did not have before R+ or had "neglected" due to competing priorities.

While most respondents agreed that the ROCCS was a core component of the R+ process that contributed to increased awareness, some also emphasized that the subsequent development of an action plan (i.e., a Resiliency Roadmap) was essential for putting this newfound awareness into action in the form of organizational changes. One organization explicitly noted that without development of a Resiliency Roadmap alongside the ROCCS, organizations' internal reflection on the ROCCS results would not have been as useful.

Key finding:

Most organizations in the deep dive study made at least one organizational change based on support from R+. Nearly all reported changes were made using subgrant funding and most were related to the activities that organizations undertook during Roadmap implementation.

⁴ To learn more: <https://www.partnersglobal.org/wp-content/uploads/2020/11/Resiliency-Framework.pdf>

Some organizations made changes to help improve their external communications efforts, such as the development of a crisis communication strategy, creation of a regular newsletter, or an upgrade to their website and social media channels. Several organizations also focused on the development or review of organizational strategic plans, which helped provide organizations with longer-term direction and confidence when engaging with external partners. Other types of changes that organizations reported included purchase of equipment or technology to support day-to-day operations, recruitment of new staff to support key functions within the organization (e.g., Human Resources or fundraising functions), or implementation of new practices to support greater internal communication among staff (e.g., holding more regular staff meetings). While most CSOs successfully made changes based on R+ support, a few did not due to limited bandwidth among staff and the absence of key leadership at the time of R+ implementation.

Active Ingredient Spotlight: Coaching Support

Through the R+ process, each participating organization is paired with two coaches - one based in the country in which the organization operates (called a local coach) and another based outside that country (called an international coach). Both coaches work closely with the organization to understand their ROCCS results, analyze the external civic space environment, and develop a Resiliency Roadmap with action steps to improve their resiliency.

Across countries, coaching support was noted as a critical component in ensuring organizations were able to put newfound awareness into practice in the form of organizational changes. Coaches provided direction and helped organizations not only prioritize what changes to pursue through R+, but they also followed up to provide motivation and accountability for organizations to complete the changes they set out to accomplish. One organization even noted that their R+ coaching sessions inspired the organization's leadership to hold more regular spaces for staff reflection even after R+ ended.

Specific characteristics of R+ coaches that organizations found most valuable included:

- Their strong skills in internal process improvement
- Their relatability through shared home country contexts
- Their flexibility in adapting to each organization's needs (e.g., if organizations got too busy and needed to re-prioritize activities)
- Their general availability to answer questions that came up through the process

As one organization further described, *"The probing questions that they were asking and getting our responses was kind of an eye opener and it was very helpful. They were trying to analyze our answers and gave us a true reflection of where the organization was. When you*

are within the organization, sometimes you are not able to understand those dynamics or explain it well when asked."

At the same time, some organizations also emphasized the importance of the subgrant in moving from simply internal discussion of what was needed to actual structural changes within the organization.

Key finding:

Despite positive signs of progress toward this outcome, there is evidence that organizations may face challenges sustaining some of the organizational changes they made through R+.

For example, one organization could no longer support the salaries for one of the two fundraising officers they hired once the R+ grant funding ended. Two organizations also noted that for longer-term changes they began during the R+ process (e.g., establishment of a new social enterprise), it was unclear how much progress they would be able to make once R+ ended and other projects began to take priority. As one respondent explained, *"In terms of completing the documentation for [the center], yes, it is complete. But in terms of now mobilizing resources so that we can put into action most of the business plan activities, we haven't been very successful. Because again that requires us to go out there, get more funding so that we can then put into motion some of those activities that we need to do in line with that business plan."*

Key finding:

There is also evidence that most participating organizations in the deep dive study strengthened connectedness with other partners through participation in R+, and that these connections continued to be sustained at least 2-3 months after the formal end of the program.

Respondents reported that organizations were now:

- Being more intentional about showcasing their work through various communications channels, such as websites or regular newsletters. For one organization in Nigeria, their upgraded website led them to connect with a new donor and begin a new project. For another organization in Tanzania, their newsletter caught the eye of policymakers, and the organization was able to catalyze a major policy change within the country.
- Sharing tools and resources they developed through R+, such as staff wellbeing guides and variations of the ROCCS Assessment, with other organizations.
- Actively forming new linkages with donors and partners doing similar work, including other organizations who participated in R+. For some organizations, these new linkages even led to new joint projects and greater visibility in the sector.

However, it is important to note that at least half of the organizations mentioned above were reportedly already well connected to other partners before R+. And one organization explicitly

noted that they did not strengthen connectedness with other partners through the program, in part because they felt there were more pressing internal challenges within the organization that needed their attention.

While most organizations reported greater connectedness with other partners, few organizations made concrete changes related to connectedness with their constituents.⁵ This can be partially explained by the fact that most participating organizations in the deep dive study were reportedly already well-connected to constituents before the program.

Active Ingredient Spotlight: In-Person Convenings

During the R+ process, PartnersGlobal and some coaching teams brought together organizations in the same country or cohort for in-person networking, training, learning and collaboration. These events were usually organized at the beginning or end of the R+ process for most organizations.

In-person learning events were repeatedly referenced as one of the most valuable aspects of the R+ process that helped organizations improve connectedness with other partners, especially fellow R+ participants.

For example, the in-person networking event that coaches held for Nigerian organizations in Abuja allowed organization representatives to meet each other, gain new insights about activities to include in their Resiliency Roadmaps, and exchange experiences and lessons from working in the same civic space context. Organizations reported that this exchange of knowledge would not have happened in the absence of R+. Coaching teams also convened organizations from Serbia and Kenya to jointly complete certain R+ activities in-person - such as the ecosystem analysis or a fundraising training - which organizations found valuable. Finally, a cohort-wide learning and networking Summit that PartnersGlobal organized in Tanzania opened doors for a Senegalese organization to build a connection with a new donor.

Minimal concrete collaborations had emerged from these new and strengthened connections at the time of interviews, but most organizations were eager to stay in touch and some had even created a WhatsApp group to support ongoing communication.

Key finding:

There was clear consensus among respondents that nearly all organizations were more resilient to changes in civic space after participating in R+.

⁵ Constituents were defined as individuals or communities that organizations support through their work.

Respondents cited several examples of organizations' resilience in the face of sudden shocks, including a demonstrated ability to survive major leadership transitions. Other ways in which organizations were more resilient as a result of their participation in the program included:

- Individual staff members now have a greater understanding of what internal organizational resilience is and feel more prepared to face and overcome civic space threats and safeguard their activities
- Organizations are more connected to other partners and have greater visibility within civil society in their country, particularly through strengthened external communications efforts
- Organizations feel better positioned to attract new funding and some have even secured new grants
- Organizations are placing a greater focus on staff wellbeing initiatives, and staff now feel more comfortable sharing and have more opportunities to discuss challenges they face in their work
- Organizations now have strategies, plans, and policies that can support longer-term strategic planning versus merely focusing on implementation of day-to-day activities

Respondents also explained that even for some organizations that were well established and resilient before R+, participation in the program still helped them address areas that needed improvement. While most organizations reported increased resilience after R+, for one organization, it was unclear whether they were more resilient after the program, given the lack of organizational changes made. And nearly all organizations emphasized that their longer-term resilience will be dependent on both additional funding opportunities to support further changes identified through R+ and future shifts in their civic space contexts.

RECOMMENDATIONS

As PartnersGlobal continues to adapt the ResiliencyPlus model for future participants, the R4D research team recommends they take the following steps to deepen and sustain the program's impact. These recommendations consider the key findings outlined above, and are informed by recommendations from participating organizations and R+ coaching teams.

- 1. In the next phase of the program, consider extending the intended implementation timeline for both PartnersGlobal-planned and organization-planned activities under the R+ subgrant.**

While the R+ process was initially designed to be completed within a 12-month timeframe, all organizations in the deep dive study found that they needed more time to successfully complete implementation of R+ activities, including planned activities within their Resiliency Roadmaps. This was primarily due to delays in subgrant disbursement; however, organizations also had to juggle other project and organizational responsibilities alongside R+, which sometimes slowed down the process. As one coach explained, *"there were always tight timeframes...for example, moving from the [ROCCS] assessment to the ecosystem analysis, then quickly going to the roadmap. As facilitators, sometimes we feel like we are pressuring [organizations] too much, and to achieve things in a short time, when they need more time to organize."* As such, maintaining flexibility in the program's implementation timeline should be considered in future program design, to ensure participating organizations can continue to get the most out of their R+ experience even when competing priorities inevitably arise.

- 2. Continue to provide dedicated funding to support organizations' efforts to make organizational changes through R+. However, strengthen internal program management systems to ensure timely disbursement of funds and find ways to integrate sustainability planning into discussions with organizations from the outset.**

Respondents repeatedly emphasized that the unrestricted funding provided to participating organizations through R+ was critical for organizations to translate their newfound awareness into concrete organizational changes. They explained that while the subgrant amount of USD 10,000 was small, it still helped organizations take initial steps towards longer-term changes that they otherwise would have not been able to do in the absence of R+. Yet, this element of the R+ program design introduced some challenges that resulted in significant delays in overall implementation of the program and caused some frustration among organizations and their coaching teams. A few organizations also faced challenges sustaining the initial changes they made once subgrant funding ended. As one coach described, *"[The organization] did mention that one of the recommendations they would give is how does this grant not only focus on short-term but how can it also support long-term [activities and changes]?"*

In future phases of the program, PartnersGlobal should consider strengthening internal program and financial management systems to support timely disbursement of subgrant

funding to organizations, as well as ensure sustainability is at the forefront of conversations with organizations from the beginning of the R+ process. This could include:

- Providing clearer messaging to organizations about what they should aim to accomplish within the scope of the R+ process versus the longer-term sustainability vision
- Coaches asking hard questions about subgrant-funded activities that are so small in scale and timeline that they are unlikely to yield sustainable changes
- Requiring sustainability planning as part of subgrant applications
- More clearly defining a formal “exit strategy” for R+, which could include a phased out approach to coaching accompaniment after subgrant funding ends and/or dedicated efforts to connect organizations with other in-country partners who could continue supporting follow-on initiatives

3. Allocate more financial and human resources to support structured peer learning opportunities within and across cohorts to increase knowledge sharing and collaboration. Where possible prioritize in-person engagement and find opportunities to support exchange throughout the R+ process, not only at the beginning and the end.

Nearly all organizations in the deep dive study emphasized a need for more face-to-face engagement with other R+ participants, to learn from each other’s experiences and problem solve in the face of shared civic space threats. Additionally, in-country convenings (such as the global networking and learning event in Tanzania) were repeatedly referenced as a core component of the R+ process that helped organizations strengthen connectedness with other partners, a key “building block” or organizational resiliency. As one coach challenged, *“how do we harness the networking opportunities among partners? How do we strengthen that either on a quarterly basis or something like that...so even beyond the project period, the partners have peers...they have this community of organizations that have gone through R+.”* Specific ideas to facilitate more structured peer learning among organizations could include:

- Incorporate a mentorship component that allows participating organizations to connect with previous cohorts from the very beginning of R+ activities
- Create smaller working groups of organizations with similar interests to allow participants to engage more deeply on specific topics
- Provide dedicated funding for participating organizations to engage in collaborative activities with each other
- Prioritize in-person meetings, training, and learning events (even at a country level) to build trust and foster a sense of community

4. Continue to make strategic investments in competent, relatable coaching teams and explore ways to gradually phase out this accompaniment support to organizations beyond the formal end of the R+ process.

The supportive and tailored accompaniment provided to participating organizations by the coaching teams clearly emerged as one of the most valuable and unique components of the R+ program. Coaches helped organizations apply the knowledge and resources they gained from the process, and followed up on organizations' progress to put their increased awareness into action. Furthermore, several organizations explicitly noted that they hoped support from their R+ coaches would continue beyond the formal end of the R+ program.

Future iterations of the program should continue to invest in coaching teams that are knowledgeable about participating organizations' context and flexible in their approach, to ensure accompaniment support can be adapted to meet organizations' unique needs. Efforts should also be made to gradually phase out coaching support or even continue it in some form beyond the formal end of the R+ process, which could help organizations sustain and continue making changes from their Resiliency Roadmaps.

5. Continue to explore opportunities to provide R+ support to both smaller, nascent organizations as well as those that are more well-established.

Study results suggest that both types of organizations were able to make changes and strengthen overall resilience after participating in R+. Some of the most significant changes came from organizations that were already well-established but struggling to stay relevant, and the R+ process helped them think about things in a new way. However, younger, less well-established organizations also praised the R+ process for helping them develop the foundational documents they needed to grow. More importantly, PartnersGlobal should seek out organizations that have sufficient capacity to engage in a time-intensive process, are open to being honest about their weaknesses and vulnerabilities, and are enthusiastic about collaborating with others to address them.

APPENDIX A - Sample ROCCS Assessment Result

SITUATIONAL AWARENESS	Internal Vulnerabilities Awareness mean= 2.3 sd= 0.3	External Threats Awareness mean= 2.5 sd= 0.4	Systems Awareness mean= 3.5 sd= 0.5
	Prioritizing Accountability mean= 2.5 sd= 0.4	Managing Public Image mean= 2.9 sd= 0.3	Connection with Constituents mean= 2.6 sd= 0.5
	Financial Preparedness mean= 2 sd= 0.5	Experimentation and Innovation mean= 2.2 sd= 0.3	Diversified Revenue Streams mean= 2.4 sd= 0.3
ENTREPRENEURIAL MINDSET	Engaging with the Narrative mean= 2.6 sd= 0.4	Crisis Communications mean= 2.4 sd= 0.4	Adopting New Technologies mean= 2.7 sd= 0.3
CREATIVE COMMUNICATIONS	Network Membership mean= 3.3 sd= 0.5	Active Solidarity mean= 2.7 sd= 0.7	Collaborating to Create Shared Value mean= 3 sd= 0.4
	Connection to the Work mean= 3.2 sd= 0.5	Preparedness mean= 2.4 sd= 0.5	Wellbeing mean= 2.5 sd= 0.3
COMMITTEDNESS	Multigenerational Leadership mean= 2.3 sd= 0.3	Agile Governance mean= 2.9 sd= 0.3	Contingency Planning mean= 2 sd= 0.7
ADAPTIVE CAPACITY			

