ResiliencyPlus Learning Brief

PROCESS OVERVIEW AND KEY FINDINGS FROM A MOST SIGNIFICANT CHANGE (MSC) STUDY OF COHORT 2

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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 (CSO) 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.

As part of broader evaluation and learning activities with R+ under INSPIRES, the R4D research team undertook a multi-step Most Significant Change (MSC) study – alongside PartnersGlobal and the R+ coaching teams – to collect and collaboratively discuss stories of change from participating organizations in Cohort 2. Key steps in the MSC process included:

- **Establishing domains of change.** The following five domains were used for MSC with R+: changes in awareness or mindset, changes in internal-facing CSO behavior or procedures, changes in external-facing CSO behavior or procedures, negative or unintended changes, and any other change.
- **Initial story collection.** R4D collected a total of 45 initial stories of change (from 17 out of the 24 participating organizations in Cohort 2). Those stories represented all seven countries participating in Cohort 2 under INSPIRES and four out of the five domains of change. None of the stories fell into the category of negative or unintended changes.
- **Story verification.** R4D then worked with PartnersGlobal to select a subset of 26 stories to explore further and verify through interviews with CSO staff and a R+ coach survey.
- **Story finalization.** While R4D was able to verify most of the 26 selected stories, we had to drop 4 stories from the sample due to either lack of evidence that the change had been achieved or unresponsive informants. This resulted in a final set of 22 unique stories of change from Cohort 2 organizations.
- **Story discussion and prioritization.** R4D shared the final set of stories with PartnersGlobal and R+ coaching teams from Cohort 2, and facilitated a collaborative discussion to select which stories of change those program stakeholders felt were most significant and why. While there was variation in which stories each group chose as most significant, there was at least one story within each domain of change for which both PartnersGlobal and coaches agreed.

The purpose of the MSC process with R+ was not only to assess what changes organizations made as part of their participation in the program, but also to gain a deeper understanding of what changes program stakeholders perceive as most important for improved organizational resilience and to draw out lessons to strengthen future programming in pursuit of those changes. Below are the key findings that emerged in response to those two objectives.

First, all reported changes were significant in some way, especially when considering cultural context. However, **there were a few trends in the types of stories and changes that both PartnersGlobal and R+ coaches ultimately selected as most significant. They included:**

- **Stories that clearly illustrated mindset shifts within individuals** across an organization.
- **Changes that involved strategies to support greater staff wellbeing,** both as an important component of resiliency in closing civic space and a unique aspect of the R+ process.
- **Changes that demonstrated an organizational shift in awareness plus action**.
- **Examples of organizations experiencing a major transition** during their participation in R+ and successfully working through it.
- **Stories that clearly demonstrated how multiple aspects of the R+ process came together** to influence change.

As PartnersGlobal continues to adapt the R+ model for future cohorts of organizations, the R4D research team recommends they take the following considerations into account to better achieve the types of changes and outcomes they wish to see from the program.

1. **Change in awareness or mindset is a valid outcome unto itself**

2. **It is not yet clear whether organizations should aim to use the R+ process to build on their strengths or address their greatest vulnerabilities.**

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

These findings were shared with PartnersGlobal, INSPIRES consortium members, and USAID across a series of workshops in August and September 2023. This brief is meant to document highlights of the MSC process and research findings, and serve as a resource for others interested in conducting MSC within their own programs.

Introduction

The USAID-funded Illuminating New Solutions and Programmatic Innovations for Resilient Spaces (INSPIRES) program, led by Internews, has undertaken work to increase the understanding of the drivers of closing civic and political space and to strategically respond to the growing trend of closing civic and political space. Since launching in October 2018, the INSPIRES consortium (Internews, International Center for Not-for-Profit Law (ICNL), DevLab at the University of Pennsylvania, PartnersGlobal, and Results for Development (R4D)) has undertaken 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 Resiliency+ Framework Interventions (Resiliency+)
3. Empower Local Partners to Address Civic Space Threats Effectively (Flexible Response Funds)

As the second objective of INSPIRES, Resiliency+ (R+) is a 12-month mentorship and networking intervention that provides support for civil society organizations to improve their organization's level of resiliency. Drawing on research and insights from the latest academic and practitioner thinking on resiliency, the process - designed and led by PartnersGlobal - includes multiple stages to help participating organizations understand their strengths and weaknesses, examine their external civic space environment, build a roadmap to increase their resiliency, and implement that roadmap, making sure to pause, reflect, and adapt as needed.

> **Overview of the ResiliencyPlus (R+) process:**
> 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 (~10,000 USD) to do so.

Between 2018-2023, INSPIRES supported 66 organizations across 11 countries through the R+ process. For every R+ cohort completed before August 2023, the INSPIRES consortium undertook qualitative data collection and analysis to answer three learning questions regarding these activities:

1. What strategies did partners implement to support preparedness of actors for civic space shifts?
2. What changes do we observe in organizations' behavior, operations, and/or strategies, and are these changes associated with greater organizational resilience?
3. What evidence do we have about preventative strategies associated with stronger capacity of in-country actors to:
   a. be resilient to changes in the information, legal, and financial space

b. connect with key stakeholders, including their constituencies and other civil society organizations, in the face of changing civic space?

One of those qualitative studies was a Most Significant Change (MSC) study conducted with the second cohort of participating organizations under INSPIRES. Developed by Rick Davies, the MSC technique is a story-based approach to monitoring and evaluation. It involved a participatory process in which a research team at Results for Development (R4D) collected stories of change from civil society organizations (CSOs) participating in R+, and then discussed together with program stakeholders which ones were most significant and why.

Purpose and structure of this brief

MSC was selected as an evaluation approach for R+ in partnership with PartnersGlobal, INSPIRES consortium partners, and USAID, in part because it offered an opportunity to help make sense of complex program impacts in dynamic contexts such as those in which R+ was being implemented. Through the MSC process, we sought to:

- Assess what changes organizations were making as part of their participation in R+
- Gain a deeper understanding of what changes are most valuable for improved organizational resilience, from the perspective of participating organizations and other program stakeholders
- Draw out lessons to inform which changes or outcomes R+ should aim to achieve in the future

This brief aims to document the MSC process undertaken with participating organizations in Cohort 2, as well as highlight key reflections and lessons learned that came out of it. The rest of the brief includes a short summary of each step in the MSC process, key findings from a collaborative discussion on what program stakeholders value as significant change, and potential implications for future programming.

While the information shared in this brief focuses on learning from the MSC process, it is important to note that this study was informed by and supplemental to a second qualitative deep dive evaluation that assessed R+ program implementation and outcomes for a subset of ten participating organizations in Cohort 2. Both the Most Significant Change and deep dive studies were conducted by Results for Development (R4D).

Limitations

The results shared in this brief are based on subjective data and thus reflect the perceptions and experiences of R+ participants rather than objective data that can prove attribution between participation in the R+ process and the reported changes and outcomes. However, the large degree of independent verification for most stories of change provides strong evidence that participation in the R+ process played a key role in helping participating organizations achieve the reported changes in many contexts.

Overview of the MSC process with R+

Between July 2022 to August 2023, the R4D research team undertook a multi-step MSC process – alongside PartnersGlobal and the R+ coaching teams – to collect and collaboratively discuss stories of change from participating organizations in Cohort 2. A summary of the process is described below.

Figure 1: Overview of the MSC process with R+

Step 1
July-Sept 2022
Establish domains of change

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Step 2
Oct 2022-Feb 2023
Collect short stories of change from participating organizations

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Step 3
March-May 2023
Gather more detail and verify a subset of stories through interviews

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Step 4
June-July 2023
Finalize stories of change in standard written format

→

Step 5
August 2023
Collaborative discussion with program stakeholders to select the most significant stories

Step 1: Establish Domains of Change

In MSC, domains are considered broad areas where change could be expected to occur from CSOs' participation in R+. Defining these domains of change was a key first step in the MSC process as they provided helpful guidance concerning the kind of changes that the R4D research team should be looking for when collecting stories from CSOs. Based on the R+ framework's resiliency factors[1] and with input from PartnersGlobal and a small group of R+ coaches, R4D proposed the following five domains for the MSC process with Cohort 2 organizations:

Figure 2: Domains of change for MSC with R+

1	Changes in awareness or mindset	For example, changes in CSO staff awareness related to internal vulnerabilities or the importance of resilience
2	Changes in internal-facing CSO behavior or organizational procedures	This includes behavior or policy change related to staff wellbeing, culture of resiliency, or adaptive leadership
3	Changes in external-facing CSO behavior or organizational procedures	This includes behavior or policy change related to communications, network memberships, or diversified funding
4	Negative or unintended changes	
5	Any other change	

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

These domains were provided to CSOs as suggestions for topics to write stories about. As R4D collected stories of change from organizations, we also grouped them into these domains to guide story selection later in the MSC process.

Step 2: Initial Story Collection

Beginning in November 2022, R4D collected 2-3 short stories of change from each eligible CSO in Cohort 2 via a standard template (see Appendix A). Eligible CSOs were those that had completed most if not all of their funded Resiliency Roadmap activities by November 2022. Some CSOs chose to submit their initial stories in written form via the template while others responded to the template's questions verbally via a WhatsApp voice note. CSOs were encouraged to have multiple staff members contribute to story submission, and most did. To protect confidentiality, R4D de-identified all stories using numeric codes and the country in which the CSO operates before sharing stories with PartnersGlobal.
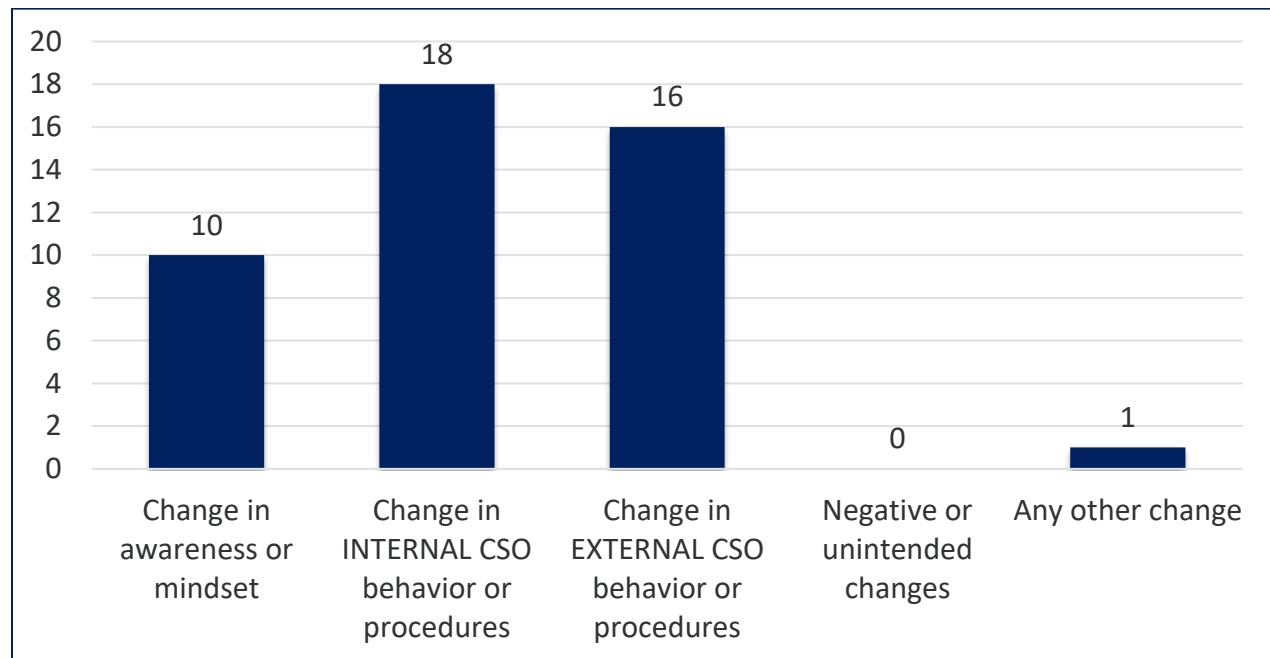
The R4D team collected a total of 45 initial stories of change (from 17 out of the 24 participating organizations in Cohort 2). As shown in figures 3 and 4, those stories represented all seven countries participating in Cohort 2 under INSPIRES and four out of the five domains of change (R4D, not the organizations themselves, categorized stories into domains in this initial review).[2] None of the stories that CSOs shared fell into the category of negative or unintended changes.

Figure 3: Initial MSC stories by country

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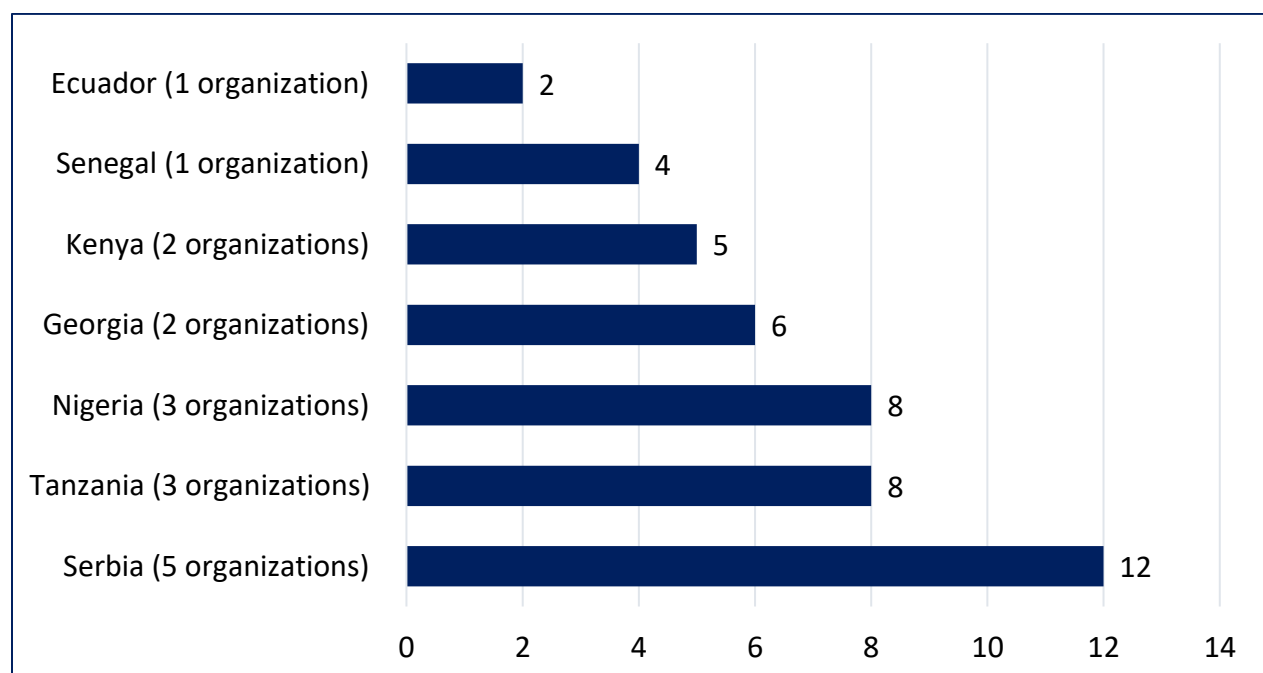
[2] Note: there were 2-4 stories in the sample that could be considered in multiple domains, although the R4D team chose one domain per story for the purpose of story selection.

Figure 4: Initial MSC stories by domain of change

Bar chart showing initial MSC stories by domain of change:
- Change in awareness or mindset: 10
- Change in INTERNAL CSO behavior or procedures: 18
- Change in EXTERNAL CSO behavior or procedures: 16
- Negative or unintended changes: 0
- Any other change: 1

R4D then worked with PartnersGlobal to select a subset of stories to explore further and verify through interviews. The following selection criteria - developed based on input from PartnersGlobal - was used to choose a subset of stories to move to the next step of the MSC process:

- Country representation - make sure there are at least 1-2 stories from every R+ country represented in the final sample
- Domain representation - make sure there is at least 1 story from every domain for which we received stories in the final sample
- R+ contribution representation - aim for a mix of stories that include both grant funding and non-grant funding components as perceived contributing factors

Based on the above criteria, a total of 26 stories (out of the 45 initial ones) were selected to move to the next round of the MSC process. These stories represented 15 changes that were also reported in the deep dive study of Cohort 2, and 11 "new" changes that were not captured via the deep dive evaluation.

Step 3: Story Verification
For those 26 selected stories, R4D collected data from R+ coaches and CSOs to gather more detail and verify reported stories. This verification process was particularly important because it allowed for triangulation of the reported changes and outcomes across different program participants, and ultimately offered a more nuanced understanding of participants' experiences and perspectives. It included the following steps:

- For stories of change that were also reported via the deep dive study (15 total), we used data that had already been collected through interviews undertaken as part of that study.
- For "new" stories of change that had not been captured via the deep dive studies (11 total), we undertook the following verification process for each story:
    - Phone interview with main storyteller or organizational representative who submitted the initial story of change
    - Coach verification survey, which each international coach and local coach completed separately
    - Phone interview with 1-3 other organization staff members. Note: this second interview was only conducted for stories that included outcome-type changes (e.g., mindset shift, behavior change). For stories that were more focused on output-type changes (e.g., development of a communications strategy), we instead collected and reviewed relevant documentation.

Interviews were semi-structured and focused on learning more about the who, what, when, where, and how of each significant change story. Interview and survey protocols are included in Appendix B for reference.

While R4D verified most of the 26 selected stories through this process, we had to drop 4 stories from the sample due to either lack of evidence that the change had been achieved or unresponsive informants. This process also led to a substantive change in another one of the stories. One organization submitted an initial story that described concrete behavior change among staff. However, through the verification process, it became clear that the story they were reporting was more related to a change in *awareness*, and it had not yet translated into behavior change at the time of interviews. This story was kept in the sample but modified during the story finalization step described below.

Step 4: Story Finalization
R4D then worked with story authors to combine their initial stories and the additional information collected from interviews to produce a final 1–2-page story of change. Through this process, the R4D team finalized 22 unique stories of change, all of which are included in the annex of this brief. Each final story includes a title selected by the organization who shared the story, a summary of what happened, the organization's reflections on why this story was significant to them, as well as reflections on how and why R+ helped their organization achieve this change.

Before moving to the next step of the MSC process, CSOs were able to review their final story and remove anything they did not feel comfortable sharing with others. Again, the stories were de-identified using numeric codes and countries. Only the R4D team saw the names of the story authors and CSOs submitting final stories.

As shown in the table below, the final set of stories came from a total of 15 organizations across 7 countries that participated in Cohort 2. They represent 4 out of the 5 domains of change established at the beginning of the MSC process, including changes in awareness and mindset, changes in internal-facing CSO behavior or procedures, changes in external-facing CSO behavior or procedures, and any other change that did not fit neatly into the other three domains.

Figure 5: Snapshot of verified MSC stories from R+ (full set of stories included in Appendix D)

Country	Story title	Domain of change
Georgia	Updating the website and logo - increased visibility, better opportunities, and greater sustainability in it	Change in EXTERNAL CSO behavior or procedures
Georgia	Communication is the key	Change in INTERNAL CSO behavior or procedures
Ecuador	More internal communication	Change in INTERNAL CSO behavior or procedures
Kenya	Staff self-awareness and mindset shift for resiliency	Change in awareness
Nigeria	Organizational visibility	Change in EXTERNAL CSO behavior or procedures
Nigeria	Organization strategic plan	Change in INTERNAL CSO behavior or procedures
Nigeria	Boosting our income stream and improved financial management	Change in EXTERNAL CSO behavior or procedures
Nigeria	Improving staff productivity and connection with constituents	Change in INTERNAL CSO behavior or procedures
Nigeria	Shift in consciousness	Change in awareness
Nigeria	Learning to communicate more effectively	Change in EXTERNAL CSO behavior or procedures
Senegal	Change in awareness or mindset	Change in awareness
Senegal	Partnerships, partnerships, partnerships	Change in EXTERNAL CSO behavior or procedures
Serbia	Organizational survival including leadership transition	Any other change
Serbia	[Organization name] received feedback on its work	Change in awareness
Serbia	Improved communication within the team	Change in INTERNAL CSO behavior or procedures
Serbia	Scenarios for the future!	Change in EXTERNAL CSO behavior or procedures
Serbia	Good year	Change in INTERNAL CSO behavior or procedures
Serbia	It is all about multigenerational leadership!	Change in INTERNAL CSO behavior or procedures
Tanzania	The road to achieving creative communication is wide, brighter, and clearer than before	Change in EXTERNAL CSO behavior or procedures
Tanzania	Capacity building makes the organization resilient	Change in awareness
Tanzania	The power of fundraising in bringing the joy to girls	Change in EXTERNAL CSO behavior or procedures
Tanzania	Change in internal organization behavior	Change in INTERNAL CSO behavior or procedures

Step 5: Story Discussion & Prioritization

With CSOs' permission, R4D shared the final set of stories with PartnersGlobal and R+ coaching teams from Cohort 2, and facilitated a collaborative discussion about them. The purpose of this group discussion was to reach consensus on which stories of change participants felt were most significant within each domain of change and why. This process aimed to help make explicit what program stakeholders value as significant change in the context of R+ and improved organizational resilience, as well as extract and synthesize common elements of what is seen as significant change from the program as a whole.

Ahead of the discussion, PartnersGlobal and R+ coaching teams were asked to individually read through all 22 final stories and select the two stories within each domain that they felt to be most significant, taking notes on why they chose the stories they did. During a virtual workshop in August 2023, representatives from PartnersGlobal and the R+ coaching teams came together to present their selections and discuss, first in small groups by stakeholder type and then as a full group. Participants contributed to a Miro board (see template in Appendix C) throughout the discussion. Below is an overview of those discussions.

MSC STORY SELECTION - PARTNERSGLOBAL

This small group consisted of two representatives from the PartnersGlobal team who were responsible for overseeing implementation of R+ under INSPIRES. Their small group discussion consisted of the two individuals presenting their top two story selections within each domain of change and discussing why they chose those stories. There was some consensus across the two participants on which stories were most significant, particularly in the second domain. Of the 22 stories they had to consider, the following were chosen as most significant by both participants:

Figure 6: Stories chosen as most significant by PartnersGlobal staff

Domain 1 - change in awareness or mindset	Shift in consciousness (Nigeria)
Domain 2 - change in internal CSO behavior or procedures	Organizational survival including leadership transition (Serbia)
	Good year (Serbia)
Domain 3 - change in external CSO behavior or procedures	Partnerships, partnerships, partnerships (Senegal)

During the discussion, participants shared that they felt most drawn to stories of change with the following elements:

- **Stories that demonstrated how the R+ process helped an organization build on a strength or think about things in a new way to identify a path forward.** As one participant explained, *"story #17 (shift in consciousness) was compelling because the*

organization had already been in existence for 30 years, but the R+ introduced some concepts, awareness, etc. that had not been previously thought about or implemented throughout the organization's history." Another noted that, *"[in story #10 (partnerships, partnerships, partnerships)], the organization expanded its network to new partners. They were already strong, but this still helped."*

- **Stories about changes related to staff wellbeing**, especially since the importance of wellbeing in the context of organizational resilience was an assumption and program priority that PartnersGlobal had for R+ when it was initially designed.

- **Stories that clearly exemplified an organizational transition within the organization and their ability to adapt.** As one participant explained, *"an organization which unexpectedly loses its leader and several core staff members can quickly collapse if they do not have a succession plan. [As described in story #11 (organizational survival including leadership transition)] through R+, the organization was able to work through the shift, and come up with leadership strategies in which they claim it has helped them to "thrive" not just survive in uncertain times."*

- **Stories that demonstrate how the R+ process created a deeper sense of ownership** or motivation among multiple (if not all) staff members within an organization.

Participants also noted a few challenges they faced in deciding which stories to choose, including the fact that they were first drawn to stories from 1-2 countries but then went back for more geographic diversity. Additionally, they noted it was hard to disentangle the written story with background knowledge they had from working directly with organizations through R+.

MSC STORY SELECTION - COACHING TEAMS

This small group consisted of 8 participants who represented R+ coaching teams (both international and local coaches) from Kenya, Georgia, Serbia, Nigeria, Tanzania, and Ecuador. Given the number of participants and perspectives, this small group discussion consisted of two phases of story selection.

Phase 1 selection

First, participants presented their individual story selections within each domain of change and discussed why they chose those stories. There was considerable variation in the stories selected as most significant by participants, with nearly every one of the 22 total stories getting at least 1 vote. Within the first domain (changes in awareness or mindset), coaches shared that they felt most drawn to stories of change with the following elements:

- **Clear examples of awareness or mindset changes within individuals.** For example, staff realizing the importance of their individual contributions to the organization's resiliency.

- **Stories that demonstrated how organizations shifted their focus inward instead of outward.** As one participant explained, *"civil society organizations are usually more interested in what they want to do in their external environment or community. This [story of change] was a direct shift of consciousness in how they work internally as an organization."*

- **Stories that illustrated "full circle awareness" within an organization** i.e., the ability of the organization to see, know, honor, and then act on their different vulnerabilities. As one participant described, *"in this process, there can be multiple assumptions. As an organization, they were becoming aware of their shortcomings… [this story] showed perspective of how the team was able to address them [their vulnerabilities] despite struggling through it."*

There was more consensus within the second domain (changes in internal CSO behavior or procedures), compared to the other two domains, with three stories each receiving 4 or more votes. Participants noted that they were most drawn to stories in this domain with the following elements:

- **Changes related to internal practices related to collective teamwork**, such as improved internal communication practices. Coaches explained that internal communication is often a challenge for civil society organizations and acting on it might *"look small"* but it is essential for an organization to be able to effectively respond to civic space changes.

- **Stories about changes to staff wellbeing practices.** Similar to PartnersGlobal staff, multiple coaches explained that they see this as particularly important in environments of closing civic space and the focus that R+ places on it is one of the *"comparative advantages"* of the program.

There was the least amount of consensus within domain 3 (changes in external CSO behavior or procedures). However, multiple participants noted that they were drawn to stories in this domain with the following elements:

- **Stories that showed multiple different aspects of the R+ process (coaching accompaniment, sub-grant support, etc.) coming together to influence change.**

- **Changes that demonstrated organizations putting awareness into action**. For example, an organization identifying a gap in external communications, realizing its importance for visibility and networking, and then taking steps to address the gap (e.g., by developing an external communications strategy).

Participants also shared a few challenges they faced in deciding which stories to choose, across domains. They explained that they were often more drawn to how the story was written versus the content of the change, so it was sometimes challenging to give shorter stories the same

weight as those with more specific detail and description. For some, it was also difficult to disconnect from the participating organizations they knew the most, although most coaches said they were still able to vote based on the stories at hand (versus their background knowledge). Lastly, participants strongly emphasized the importance of context in deciding which stories to choose as most significant. As one coach described, *"considering cultural context, it's hard to place value on certain changes over others. What is significant to one organization may be different from another."*

Phase 2 selection

Given the high degree of variation in individual selections, coaches were then asked to vote on a shortlist of stories, which included all those that received at least 3 or more individual votes. Of the 22 total stories they had to consider, the following were ultimately chosen as most significant by the R+ coaches:

Figure 7: Stories chosen as most significant by R+ coaching teams

Domain 1 - change in awareness or mindset	Shift in consciousness (Nigeria)
	[Organization name] received feedback on its work (Serbia)
Domain 2 - change in internal CSO behavior or procedures	More internal communication (Ecuador)
	Good year (Serbia)
Domain 3 - change in external CSO behavior or procedures	Partnerships, partnerships, partnerships (Senegal)
	The road to achieving creative communication is wide, brighter, and clearer than before (Tanzania)
	Learning to communicate more effectively (Nigeria)

FINAL MSC STORY SELECTION

Small groups - both PartnersGlobal (PG) and R+ coaching teams - then shared back their final story selections with each other. As you can see in Figure 8, there was variation in which stories each group chose as most significant. However, there was at least one story within each domain that both PG and R+ coaches voted for (highlighted in red).

Those three stories are included below, and further discussion about what this means for how different stakeholders see and value significant change from R+ is included in the "Lessons Learned" section on pg. 20.

Figure 8: PartnersGlobal and R+ coaching teams final story selection

	PartnersGlobal	R+ Coaches
Domain 1	**Shift in consciousness (Nigeria)**	**Shift in consciousness (Nigeria)**
		[Organization name] received feedback on its work (Serbia)
Domain 2	**Good year (Serbia)**	**Good year (Serbia)**
	Organizational survival including leadership transition (Serbia)	More internal communication (Ecuador)
Domain 3	**Partnerships, partnerships, partnerships (Senegal)**	**Partnerships, partnerships, partnerships (Senegal)**
		The road to achieving creative communication is wide, brighter, and clearer than before (Tanzania)
		Learning to communicate more effectively (Nigeria)

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Nigeria
Relevant domain of change: Change in awareness or mindset
Date story was first shared: December 19, 2022

Story title: Shift in Consciousness

What happened?
The R+ program helped this organization reflect on not only how to grow the organization but how to ensure the sustainability of it, which one organization representative described as "a major shift in our consciousness." This organization has been in existence for 30 years, but staff were not always thinking about institutional resilience or what's next for the organization. Now they are.

A few ways in which the organization shifted their mindset through R+ included:

- A major shift in consciousness from a focus on donor dependency to seeing opportunities to increase the organization's pool of resources
- More strategic thinking along the lines of collective impact (e.g., where can the organization collaborate more with sister NGOs to bring about desired changes)
- Greater consciousness of the fact that being resilient institutionally is about more than just sustaining programs and activities

Because of this mindset shift, the organization is also working more closely with other partners to jointly explore proposals with a focus on organizations' unique strengths. As one organizational representative described, "what we have done now going forward is to set up a WhatsApp group for the 4 of us [4 organizations in Nigeria] …and we are holding quarterly meetings with these other organizations. We are focused on whoever can see any opportunities, will bring it in…and we are also looking at which organizations to partner with. Because we can't spread ourselves thin anymore…those that we need to collaborate with, we are strengthening our collaboration in that ecosystem, so we can do more and have more impact."

And that is just one example. In all the work they do, the organization frequently asks themselves questions like, "what can partners bring to the table, how can we collaborate more, how do we market our programs and activities beyond just reporting activities to donors and posting on our website, how do we leverage the resources we have in-house to generate income for the organization." There was, indeed, a fundamental change in the organization's mindset that is also generating an urgency to put frameworks in place for institutional strengthening and sustainability.

Why was this change significant to the organization?

Now, more than ever, the organization is conscious of the shrinking civic and financial space in Nigeria. As the Director of the organization often quotes Einstein, "the definition of madness is doing the same thing over again the same way and expecting a different result." The organization now knows that to make changes and position themselves, they must change their mindset. The organization can't keep doing the same thing. And they now understand that if they don't begin to think deeply and reflect on what they are doing, they will wake up and realize the organization is no longer able to function.

How and why did R+ help the organization achieve this change, if at all?

The R+ process contributed to this change in a few ways. First, the sessions with the R+ coaches - specifically the ecosystem and trends analysis - helped with the organization's reflection process. It reinforced what the organization was starting to observe within the external civic space environment.

The flexibility of the R+ coaches was also one of the things that made the process work so well. As one organizational representative explained, "they [the coaches] let us decide what works best for us, they let us do it ourselves. And they provided all the support we needed. Sometimes you are going through this process, and there are people who want to support you, but they are breathing down your neck, they tell you how to solve your problems. But the relationship, they were there for us, we were comfortable, we could reach out to people and ask for help with challenges."

Lastly, the fact that the whole R+ process was about resilience - not only the resilience of the organization's program and activities but, more importantly, the resiliency of the organization.

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Serbia
Relevant domain of change: Change in <u>internal</u> CSO behavior or procedures
Date story was first shared: December 14-15, 2022

Story title: Good Year

What happened?
After participating in R+, this organization introduced a series of new practices to support greater staff wellbeing. They included:

- Creation and monitoring of personal wellbeing plans for each staff member. These were designed to be developed on an annual basis with staff regularly reflecting on the tasks they perform as well as the activities that will contribute to greater wellbeing.
- Group sessions that dedicate a special time to discussing how the organization as a team can improve self-care[3]
- Offering the option for staff to work from home when the person needs it
- Offering reduced and flexible working hours when a person needs it
- Regular (I.e., every few months) collection of feedback on positive outcomes achieved by the team. The idea is to then compile and summarize these successes to share out at the end of the year.

Why was this change significant to the organization?
A bigger organizational focus on staff wellbeing was particularly significant for this organization because it is the sole organization in Serbia that works directly with survivors of human trafficking. And the nature of this work can take a negative toll on team members' wellbeing. The changes described above enabled better understanding of individual and collective self-care needs across the organization, which has contributed to greater efficiency and strengthened team functioning.

How and why did R+ help the organization achieve this change, if at all?
The ROCCS assessment process helped the organization increase their awareness around the importance of wellbeing. It created space for organizational self-reflection, which the organization often did not have time for, as well as support to brainstorm solutions for how to address vulnerabilities they had regarding staff wellbeing.

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[3] Note: these practices were already in place for the organization's program that provides direct support to victims of gender-based violence, but Resiliency+ gave the organization a space and time to advance this process of self-evaluation beyond just that one program.

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Senegal
Relevant domain of change: Change in <u>external</u> CSO behavior or procedures
Date story was first shared: February 28, 2023

Story title: Partnerships, partnerships, partnerships

What happened?
While this organization was already well connected before R+, through the program, the organization formed multiple new partnerships - with donors, NGOs, and academic institutions - which has helped the organization diversify its funding sources and expand its portfolio of work. For example, they signed an agreement to implement two new projects in different regions throughout Senegal. And the organization continues to be contacted by other international NGOs, such as Rotary International and Catholic Relief Services, for potential collaboration and development of projects.

Why was this change significant to the organization?
This change was significant for two key reasons. First, it enabled the organization to diversify its funding which is crucial to supporting longer-term resilience. It has also helped the organization expand the types of partners it works with, which before was largely limited to the organization's immediate network. This expanded network of partners enables the organization "to reach other areas of intervention that interest young people but above all to strengthen resilience with the support of new partners who trust the organization for technical collaboration."

How and why did R+ help the organization achieve this change, if at all?
After the ROCCS assessment, the "sound advice" provided by the R+ coaching teams inspired the organization to seek new partners outside of their immediate network. And one of the new connections that was made was actually facilitated by the PartnersGlobal team.

Lessons learned

As mentioned above, the purpose of the MSC process with R+ was not only to assess what changes organizations made as part of their participation in the program, but also to gain a deeper understanding of what changes program stakeholders perceive as most important for improved organizational resilience and to draw out lessons to strengthen future programming in pursuit of those changes. The following lessons emerged in response to these two objectives, which are based on the outcomes of the story selection process as well as reflections shared by participants during the collaborative discussion described above.

Key findings on what program stakeholders see and value as significant change

All reported changes were significant in some way, especially when considering cultural context. However, there were a few trends in the types of stories and changes that both PartnersGlobal and R+ coaches ultimately selected as most significant. They included:

- Stories that clearly illustrated <u>mindset shifts within individuals</u> across an organization.
- Changes that involved <u>strategies to support greater staff wellbeing</u>, both as an important component of resiliency in closing civic space and a unique aspect of the R+ process.
- Changes that demonstrated an organizational <u>shift in awareness plus action.</u> As one participant described, *"I liked stories where they acted on their discoveries."*
- Examples of organizations <u>experiencing a major transition</u> during their participation in R+ and successfully working through it.
- Stories that clearly demonstrated <u>how multiple aspects of the R+ process came together </u>to influence change. As one participant explained, *"[I liked stories where] the emphasis was more on the process itself versus the sub-grant. It was not only about buying equipment or hiring a consultant."*

Implications for future programming

As PartnersGlobal continues to adapt the Resiliency+ model for future cohorts of organizations, the R4D research team recommends they take the following considerations into account to better achieve the types of changes and outcomes they wish to see from the program.

1. **Change in awareness or mindset is a valid outcome unto itself.** This was identified as a key "domain of change" by program stakeholders at the start of the MSC process and over 20% of the initial stories we received from participating organizations fell into this domain. Even for stories that were categorized in other domains, most organizations explained that the behavior or policy changes they made was due to an initial change in awareness about what their strengths and vulnerabilities were in the context of longer-term resilience. As such, this should remain a key intended outcome of the R+ program as it seems to be a critical first step in participating organizations' journeys towards increased resiliency.

2. **It is not yet clear whether organizations should aim to use the R+ process to build on their strengths or address their greatest vulnerabilities.** Some of the most significant changes came from organizations who built on their strengths but approached them in a new way.

For example, the organization in Senegal who was already well-known in the sector, but through R+, was able to expand their network to new partners to strengthen their legitimacy and visibility even more. Other significant changes came from organizations who clearly decided to focus on the areas where their ROCCS results were the most "red."[4] As one coach explained, *"wellbeing is a great example…this is often a total blind spot for organizations."*

3. **Continue to explore opportunities to provide R+ support to both smaller, nascent organizations as well as those that are more well-established.** Results from the MSC process suggest that both types of organizations were able to make significant changes after participating in R+. During the story selection process, PartnersGlobal and coaching teams were often drawn to stories of change from organizations who were well-established but struggling to stay relevant in a changing civic space environment, and the R+ process helped them think about things in a new way to identify a path forward. However, some younger, less well-established organizations also praised the R+ process for helping them develop the foundational documents and awareness they needed to grow.

Additional reflections from an evaluator's perspective

It is also important to note a few observations from the R4D research team regarding the MSC process itself. These reflections provide useful context when interpreting the findings above, as well as further guidance for those undertaking MSC within their own programs.

- During the story selection process, program stakeholders (both PartnersGlobal and R+ coaches) voted based on the stories at hand. However, they repeatedly emphasized that it was challenging to disconnect from the organizations and program participants they knew best. **While this background knowledge helped ground the story selection discussions, it was essential to acknowledge this potential bias upfront to ensure everyone had the same understanding of how others were making their selections.**

- The level of detail included in the final set of stories matters. For example, R+ coaches were often drawn to stories with more detail over those with less detail. This was not the only criterion that stakeholders considered when choosing stories, but **in future phases of the MSC process, we recommend writing all stories with approximately the same level of detail, where possible.**

- Different stakeholders bring different motivations to the story selection process. For example, PartnersGlobal staff (i.e., the program designers) were often most drawn to stories that confirmed their assumptions about the R+ program design, whereas coaches were often drawn to stories based on what they knew about the external civic space context within which participating organizations were operating. **It is crucial to consider these different motivations when designing the process for reviewing and selecting MSC stories, and we recommend providing space for story ranking both within and across different stakeholder types to see where there is (and is not) consensus.**

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[4] The ROCCS Assessment is a set of Likert-style questions to evaluate an organization's approaches to work and policies. The results are shared as a heatmap, with organizational strengths in green and vulnerabilities in red.

APPENDIX A- Initial story collection template

Introduction

Results for Development (R4D) – an international non-profit organization based in Washington, DC – has been working with PartnersGlobal (PG) to learn from the implementation of the ResiliencyPlus program (R+). As part of this work, we are hoping to collect and discuss stories of change from organizations participating in the second cohort of R+, such as [CSO NAME]. The purpose of this research is to: 1) assess what progress organizations are making as part of their participation in R+, 2) better understand what changes you think are most valuable for improved organizational resilience, and 3) draw out lessons to improve the R+ program for future cohorts.

At this stage in the process, we would like to request a few short stories from your organization about changes you may have made as a result of participation in R+. Please see below for instructions on what we are looking for.

Instructions

The R4D team is excited to hear about any changes your organization has made as a result of your participation in R+. These could be big or small changes and may include things like:

- **Changes in awareness or mindset.** For example, staff changes in awareness related to internal vulnerabilities or the importance of resiliency.
- **Changes in staff behavior or organizational policies and procedures that are internal to your organization,** such as those related to staff well-being, practicing a culture of resiliency, or adaptive leadership.
- **Changes in staff behavior or organizational policies and procedures that are more external facing,** such as those related to communications, network connectedness, or diversified funding.
- **Any negative or unintended changes, as well as other changes that may not fit in the categories above.**

At this stage, we would like you to please think about at least 2 (maximum 3) significant changes in your organization that may have resulted from your organization's participation in R+. For each change you want to share, please fill out the form below and share it with R4D TEAM MEMBER by DATE. It should only take a few minutes to complete. If you prefer, you are also welcomed to respond to the questions below via a voice recording in your preferred language on WhatsApp sent to R4D CONTACT INFO. If possible, it would be great if multiple people within your organization could contribute to completing this form, but it is not required.

Please note that all your responses will be kept confidential. We will remove your name(s) and the name of your organization before sharing your stories with PartnersGlobal and the R+ coaching teams. Only the R4D team will see the names of the story authors and organizations submitting stories.

After receiving your stories, the R4D team may reach out to you to gather more details via an interview. As always, please do not hesitate to contact the R4D team with any questions or concerns. Many thanks in advance for your participation – we look forward to hearing more about your R+ experience!

Name of your organization: _____
Date you complete this form or respond via a voice recording: _____

Please describe the change(s) below:

<u>Significant Change #1</u>

Headline title: *Please give your significant change story a title*	
Staff name(s) and title(s): *Please include for all staff who contribute to writing/dictating this story.*	
Please describe the change in 1-2 sentences: *What happened?*	
Please describe the <u>significance</u> of this change in 1-2 sentences: *Why was this change significant to you and/or your organization?*	
Please describe R+'s contribution to this change in 1-2 sentences: *How and why do you think R+ helped you/your organization achieve this change, if at all?*	

APPENDIX B- Interview and survey protocols for MSC story verification

Main CSO Storyteller Interview Protocol

Date and time of conversation:
Name of storyteller:
Name of person recording the story:

Introduction

Thank you for taking the time to talk with me today. *If needed, introduce yourself.*

As you know, Results for Development (R4D) is working with PartnersGlobal to learn from the implementation of the Resiliency+ process - and as part of this work, the R4D research team is hoping to collect and discuss stories of change from organizations participating in Cohort 2 of R+, such as [ORGANIZATION NAME]. Thank you again for sharing a few short stories with us via the story collection form. Today, I would like to speak a bit more about 1-2 of those stories, specifically [SHARE BRIEF SUMMARY OF THE CHANGES YOU PLAN TO DISCUSS].

I have a few questions to ask to get the conversation flowing but my hope is this can be more of a conversation and less of a formal interview. Please note there are no right or wrong answers to any of the questions and all of your responses will be kept confidential. The final stories we share with PartnersGlobal will be de-identified. Only the R4D team will see the names of story authors and CSOs sharing stories. No information or quotes we use will be attributable to the person or organization who said them, and nothing you tell us here will affect your participation in the Resiliency + program.

We expect this conversation to take about 30-60 minutes. **Do you have any questions before we get started?**

[MUST READ VERBATIM]: Before we start, I would like to get your permission to record the conversation. This will ensure that I accurately capture your responses. The audio recordings from all interviews will be used for internal analysis purposes only and will not be published or shared with anyone outside the study team, and they will be deleted after transcription. You will not be identified in study reports. **Do we have your permission to record the interview?**

Questions

1. **Could you please introduce yourself and tell me about your role in the R+ process?**

Now I would like to learn more about one of the changes you shared in the story collection template. [PROVIDE BRIEF DESCRIPTION OF CHANGE YOU WOULD LIKE TO DISCUSS].

2. **Could you please tell me more about this [CHANGE]? In your own words, what happened?**
3. **How were you as an individual involved in this change?**
   a. *Probe:* **Who else from your organization was involved in this change if anyone? How were they involved?**
4. **When in the R+ process did you or your organization achieve this change?** For example, after the ROCCS assessment process, during implementation of your Roadmap, etc.
5. **Why is this change/story so significant to you as an individual?**
   a. *Probe:* **Why did you choose to share it with us?**
6. **Why is this change/story significant for your organization, if at all?**
   a. *Probe:* **What difference has it made/will it make for your organization?**
   b. *Probe:* **Why do you think this difference is important?**
7. **How has the R+ process helped you or your organization achieve this change, if at all?**
   a. *Probe:* **What could R+ do, if anything, to support this type of change for other organizations moving forward?**

Thank you - I just have one final question about this change.

8. **If you were to give this change/story a title, what would you say?** *Note for interviewer: it may be helpful to remind storyteller what they wrote as a headline title in the initial story collection form and then ask if they would make any changes to that based on the conversation.*

If there is another story you want to discuss with the storyteller, repeat questions 2-8. If not, continue with closing thoughts below.

Thank you very much for your time. As a next step, we may reach out to your R+ coaches or others at your organization to also get their perspectives on the change(s) you just shared.

Is there anyone else at your organization you would recommend we speak with about this?

Include ask for any materials related to reported change (e.g., new website link, communications plan, new org logo, etc.)

Do you have questions or anything else you would like to share with us before we say goodbye?

R+ Coaches Verification Survey

Introduction

Thank you for taking the time to complete this survey. As you know, Results for Development (R4D) is working with PartnersGlobal to learn from the implementation of the Resiliency+ process - and as part of this work, the R4D research team is hoping to collect and discuss stories of change from organizations participating in Cohort 2 of R+.

We have now collected a few short stories from some of the Cohort 2 organizations you supported. We are reaching out today to also get your perspective on whether or not these changes may have occurred through the R+ process. Please note there are no right or wrong answers to any of the questions and all of your responses will be kept confidential. Only the R4D team will see your responses, and nothing you tell us here will affect your participation in the Resiliency+ program.

We expect this survey to take about 10-15 minutes to complete.

Survey Questions

1. Name of respondent
2. Role in Resiliency+
3. Date respondent completes this survey

The questions in this section are about the following story of change that was shared by [CSO name] on [Date of main storyteller interview].

Change statement: [2-3 sentence description of change]

4. From your perspective, did [CSO name] achieve the change described above as part of the R+ process? (Yes, no, don't know)

If yes, please respond to the following:

5. On a scale from 1-5, how confident are you that this change was achieved? Please explain.
6. What evidence do you have that this change was achieved, if any? If applicable, please attach supporting documentation.
7. When in the R+ process did [CSO] achieve this change? For example, immediately after the ROCCS assessment process, during implementation of their Resiliency Roadmap, etc.
8. Did the R+ process contribute to [CSO]'s ability to achieve this change? (Yes, no, don't know) If yes, please describe <u>how</u> you think R+ contributed to this change in 1-2 sentences.

The questions in this section are about the following story of change that was shared by [CSO name] on [Date of main storyteller interview].

Change statement: [2-3 sentence description of change]

9. From your perspective, did [CSO name] achieve the change described above as part of the R+ process? (Yes, no, don't know)

If yes, please respond to the following:

10. On a scale from 1-5, how confident are you that this change was achieved? Please explain.
11. What evidence do you have that this change was achieved, if any? If applicable, please attach supporting documentation.
12. When in the R+ process did [CSO] achieve this change? For example, immediately after the ROCCS assessment process, during implementation of their Resiliency Roadmap, etc.
13. Did the R+ process contribute to [CSO]'s ability to achieve this change? (Yes, no, don't know) If yes, please describe <u>how</u> you think R+ contributed to this change in 1-2 sentences.

Thank you very much again. If there's anything else you would like to share about the reported stories of change described above, or if you have any questions, please don't hesitate to get in touch with R4D TEAM MEMBER (CONTACT INFO).

Other CSO Staff Interview Protocol

Date and time of conversation:
Name(s) of other organization staff storytellers:
Name of person recording the story:

Introduction

Thank you for taking the time to talk with me today. *If needed, introduce yourself.*

As you know, Results for Development (R4D) is working with PartnersGlobal to learn from the implementation of the Resiliency+ process - and as part of this work, the R4D research team is hoping to collect and discuss stories of change from organizations participating in Cohort 2 of R+, such as ORG NAME. Today, I would like to speak a bit more about 1-2 of those stories, specifically [SHARE BRIEF SUMMARY OF THE CHANGES YOU PLAN TO DISCUSS].

I have a few questions to ask to get the conversation flowing but my hope is this can be more of a conversation and less of a formal interview. Please note there are no right or wrong answers to any of the questions and all of your responses will be kept confidential. The final stories we share with PartnersGlobal will be de-identified. Only the R4D team will see the names of story authors and CSOs sharing stories. No information or quotes we use will be attributable to the person or organization who said them, and nothing you tell us here will affect your participation in the Resiliency + program.

We expect this conversation to take about 15-20 minutes. **Do you have any questions before we get started?**

[MUST READ VERBATIM]: Before we start, I would like to get your permission to record the conversation. This will ensure that I accurately capture your responses. The audio recordings from all interviews will be used for internal analysis purposes only and will not be published or shared with anyone outside the study team, and they will be deleted after transcription. You will not be identified in study reports. **Do we have your permission to record the conversation?**

Questions

1. **Could you please introduce yourself and tell me about your role in the R+ process?**

Now I would like to ask about one of the changes that may have occurred within your organization as part of the R+ process.

2. **From your perspective to what extent did this change happen within your organization as part of the R+ process?**
   a. *If positive response (i.e., change did occur), probe:*

          i.   **Could you please tell me more about this [CHANGE]? What happened?**
          ii.   **How were you as an individual involved in this change?**
          iii.   **When in the R+ process did you or your organization achieve this change?** For example, after the ROCCS process, during implementation of the Roadmap, etc.
          iv.   **Why is this change/story significant for your organization, if at all?**
                  1.   *Probe:* **What difference has it made/will it make for your organization?**
          v.   **How has the R+ process helped your organization achieve this change, if at all?**
       b.   *If negative response (i.e., change did not occur or respondent does not know), probe:*
          i.   **Why do you say that?**

Thank you very much for your time. As a next step, we may reach out to your R+ coaches or others at your organization to also get their perspectives on the change(s) we just discussed.

Is there anyone else at your organization you would recommend we speak with about this?

Do you have questions or anything else you would like to share with us before we say goodbye?

APPENDIX C- Miro template (MSC selection discussions)

Part 1- small group selection:

Individual voting

MSC STORIES		VOTES				
		NAME	NAME	NAME	NAME	NAME
Domain 1 (awareness / mindset)	Story # 4 - Staff self-awareness and mindset shift for resiliency (Kenya)					
	Story #9 - Change in awareness or mindset (Senegal)					
	Story #12 - [Org Name] Received Feedback on its Work (Serbia)					
	Story #17 - Shift in Consciousness (Nigeria)					
	Story #20 - Capacity building makes the organization resilient (Tanzania)					
Domain 2 (internal-facing CSO behavior or procedures)	Story #2 - Communication is the Key (Georgia)					
	Story #3 - More internal communication (Ecuador)					
	Story #6 - Organization Strategic Plan (Nigeria)					
	Story #8 - Improving Staff Productivity and Connection with Constituents (Nigeria)					
	Story #11 - Organizational survival including leadership transition (Serbia)					
	Story #13 - Improved Communication within the Team (Serbia)					
	Story #15 - Good Year (Serbia)					
	Story #16 - It is all about multigenerational leadership! (Serbia)					
	Story #22 - Change in internal organizational behavior (Tanzania)					
Domain 3 (external-facing CSO behavior or procedures)	Story #1 - Updating the website and logo - increased visibility, better opportunities, and greater sustainability in it (Georgia)					
	Story #5 - Organizational Visibility (Nigeria)					
	Story #7 - Boosting our Income Stream and Improved Financial Management (Nigeria)					
	Story #10 - Partnerships, partnerships, partnerships (Senegal)					
	Story #14 - Scenarios for the future! (Serbia)					
	Story #18 - Learning to communicate more effectively (Nigeria)					
	Story #19 - The road to achieving creative communication is wide, brighter, and clearer than before (Tanzania)					
	Story #21 - The power of fundraising in bringing joy to girls (Tanzania)					

Instructions:
Use these stars to indicate which 2 stories you felt were the most significant within each domain of change

Notes:
Please use this space to record a few notes about *why* each person chose the stories they did, including any criteria they may have used to decide.

Group voting

MSC stories - our shortlist

Domain #1 - Changes in awareness or mindset	Domain #2 - Changes in internal-facing CSO behavior or organizational procedures	Domain #3 - Changes in external-facing CSO behavior or organizational procedures
For example, CSO staff changes in awareness related to internal vulnerabilities or the importance of resiliency.	*This includes behavior or policy change related to staff wellbeing, culture of resiliency, or adaptive leadership.*	*This includes behavior or policy change related to communications, network membership, or diversified funding.*
Add shortlisted story here	Add shortlisted story here	Add shortlisted story here
Add shortlisted story here	Add shortlisted story here	Add shortlisted story here
Add shortlisted story here	Add shortlisted story here	Add shortlisted story here
Add shortlisted story here	Add shortlisted story here	Add shortlisted story here

Instructions:
Individually vote for the top 2 stories within each domain's shortlist that you feel to be the most significant. Each person gets 6 total votes (2 per domain)

The 2 stories with the most votes in each domain will be this group's final selection.

Part 2- full group discussion and final selection:

Final story selection - PG

Domain 1	Domain 2	Domain 3
Add story here	Add story here	Add story here

Why we chose these stories:

Final story selection - Coaches

Domain 1	Domain 2	Domain 3
Add story here	Add story here	Add story here

Why we chose these stories:

PartnersGlobal
Coaches

To what extent did you agree (or disagree) on which stories were most significant? **What common elements do you see across the stories/changes you selected - either within your small groups or as a full group?**

Did this selection process raise any new questions or ideas for...

1) the types of changes or outcomes we should aim for in future org resilience building programs or;

2) tweaks we would need to make to the design / implementation of the R+ framework, to help us better achieve those changes?

APPENDIX D- Final stories of change

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Georgia
Relevant domain: Change in <u>external</u> CSO behavior or procedures
Date story was first shared: December 12, 2022

Significant change title: Updating the website and logo - increased visibility, better opportunities, and greater sustainability in it

What happened?
Through R+, this organization made two key communications-related changes - first to the website, and then to the organization's logo.

For years, the organization's website had stopped being functional and the information was outdated. Potential partners and donors would see the website but were unable to learn about ongoing projects and activities since the website only contained information from years prior. But through R+, the organization hired a trainer who held 12 trainings with staff and taught them how to update the website with new information. And they did. They updated everything, with new facts and new projects, and they even translated the content into multiple languages.

At the same time, the organization refined their logo. The old logo was based on the first project that the organization led; however, staff wanted to change it to reflect the diversity of their work. But they did not initially know what to change. Through R+, they held discussions with the entire team and hired a designer to create a new logo with brighter colors and a slogan. The organization now uses the logo on official letterheads, PowerPoints, and brochures - "they love it!"

Why was this change significant to the organization?
These two changes - to the website and to the logo - have increased the organization's visibility, which staff agreed was one of the immediate challenges they needed to solve to improve their resilience. Their materials are now much more visually appealing. And the website update is particularly important because it increased the organization's access to foreign donors. In Georgia, Facebook is the main source of information sharing but it's limited bubble. Websites are a much better source of information and have helped the organization better demonstrate their work to an international donor audience.

How and why did R+ help the organization achieve this change, if at all?

According to the organization, "R+ contributed greatly to the update of the website and logo." The financial support enabled the organization to bring on a specialist to update the structure and content of the website. It also helped hire a designer to select colors and graphics for the new logo, as well as create templates for official letters, press releases, and other official organizational documents.

An organization representative further explained, "oorganizational development is very important! Most grants we get do not enable us to do organizational development. So, projects like these were very important. It may not be a lot of money, but we used it strategically and it took us far."

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Georgia
Relevant domain of change: Change in <u>internal</u> CSO behavior or procedures
Date story was first shared: January 23, 2023

Story title: Communication is the Key

What happened?
In the process of R+, this organization realized the need to improve their internal communication practices. For example, one of the weaknesses that emerged during the ROCCS assessment was that staff needed more frequent team meetings. Where every month, everyone had the floor to speak up and talk, and staff could understand more about each other's internal problems before conflict surfaced.

Based on this realization, the organization is now making a "significant effort" to find new ways to strengthen internal communication going forward. For example, staff recovered from COVID-19 related stress and recently resumed in-person work at the office, which has helped to improve internal communication and overall work efficiency.

Why was this change significant to the organization?
The change helped individual staff - as well as the organization as a whole - understand each other's perspectives and work more efficiently in a timely manner.

How and why did R+ help the organization achieve this change, if at all?
The reflection sessions and coaching support provided within the framework of R+ played an important role. Because the sessions were longer, they gave organization staff time and space to truly analyze the challenges they were facing related to internal communication.

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Ecuador
Relevant domain of change: Change in <u>internal</u> CSO behavior or procedures
Date story was first shared: January 19, 2023

Story title: More internal communication

What happened?
After participating in R+, this organization is now working towards establishing processes to support more meaningful communication internally. For example, holding more frequent team meetings to discuss organizational issues and strategic planning. Communication has always been important to the organization, and they already had established processes for how to do their work before R+. But it was more related to the work itself and not internal communication between staff.

Now, the organization is trying to hold more staff meetings in their office, at least once a month, to analyze what is going on in Ecuador and what this means for the organization as a whole. There is still work to be done to systematize this practice, but progress has been made.

Why was this change significant to the organization?
These early changes have helped staff work better as a team, not only on the topics that are the focus of their work but also related to how the organization sees itself and how it can plan ahead for future hard times. An organization representative noted that, "this has been really useful for us as an organization." And the organization plans to keep holding monthly meetings - even beyond R+ - to support more strategic planning of the organization itself.

How and why did R+ help the organization achieve this change, if at all?
The R+ process as a whole facilitated reflection spaces that supported greater team communication, which the organization found valuable. They are now eager to sustain those discussions beyond the end of the R+ program.

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Kenya
Relevant domain of change: Change in awareness or mindset
Date story was first shared: March 1, 2023

Story title: Staff self-awareness and mindset shift for resiliency

What happened?
Before R+, most staff at this organization were unaware of the different factors that contribute to organizational resiliency and sustainability. And there was not as much ownership among staff regarding their individual contributions to supporting organizational resilience. But after participation in the R+ program, staff reported greater self-awareness around what their individual contributions are to supporting institutional resiliency and sustainability. For example, there is a greater sense of urgency among staff to improve internal communications practices and to strengthen collaboration among the organization's regional staff. Staff are also getting more involved in organizational fundraising efforts and taking initiative to build partnerships with external stakeholders and donors.

Why was this change significant to the organization?
This change was "very significant" because staff are now taking more individual ownership over their actions, and collectively working to strengthen the organization's resiliency.

How and why did R+ help the organization achieve this change, if at all?
R+ provided the organization access to technical and financial resources - including through the R+ sub-grant - that helped build staff capacity to push forward new communications and fundraising tools. The ROCCS assessment and early coaching sessions were also noted as key factors that helped improve staff self-awareness.

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Nigeria
Relevant domain of change: Change in <u>external</u> CSO behavior or procedures
Date story was first shared: January 3, 2023

Story title: Organizational Visibility

What happened?
One of the primary activities that this organization undertook as part of their Resiliency Roadmap was to give their website a "facelift." Migrating the website from a local host to a foreign host, the organization was able to improve the online interface and add new features to make the website more engaging for external audiences. This activity paid off as the organization began to notice increased visitation to the website after this upgrade.

Why was this change significant to the organization?
Upgrading the website improved the organization's visibility to external partners and helped them attract greater attention from donors. For example, one donor initiated a new partnership with the organization and sponsored one of their projects on violence against women because they were able to easily access the organization's website. An organization representative further explained, "promoting the organization's visibility, it helped. It helped us to attract a donor which is one of the ways civil society organizations can increase their income, to be able to reach more beneficiaries…that is #1."

How and why did R+ help the organization achieve this change, if at all?
Staff became more aware of the importance of promoting their organization's visibility through the ecosystem and trends analysis exercise undertaken through R+. The R+ program also provided the financial support that was needed to upgrade the website, including migrating the domain from a local host to a foreign host.

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Nigeria
Relevant domain of change: Change in <u>internal</u> CSO behavior or procedures
Date story was first shared: January 3, 2023

Story title: Organization Strategic Plan

What happened?
When R+ started, this organization was in a transitional moment where they were trying to figure out where to go next after COVID. And through their participation in the program, the organization was able to develop a new 5-year strategic plan (2023-2027) to provide longer-term direction for the organization's work. The plan was developed during a 2-day staff retreat and the organization's point of contact noted that the participatory nature of R+ helped the organization ensure all organization staff were able to contribute to development of this plan.

Why was this change significant to the organization?
Development of this strategic plan will guide the organization's decision-making, helping them be more strategic with their ongoing programming and allowing staff to feel more confident when engaging with potential partners. In addition to other changes that the organization achieved through R+, the coaches cited the development of the strategic plan as the most significant. Specifically, they said that the plan is now "aligned to what was learned during the R+ process and it solidifies the organization's more future-based thinking."

How and why did R+ help the organization achieve this change, if at all?
The R+ process as a whole equipped staff with the requisite knowledge to develop a strategic plan that covered all program departments. The financial support provided through the program also enabled the organization to hire a consultant who helped facilitate the process of developing the strategic plan.

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Nigeria
Relevant domain of change: Change in <u>external</u> CSO behavior or procedures
Date story was first shared: January 4, 2023

Story title: Boosting our Income Stream and Improved Financial Management

What happened?
Through R+, this organization made two key changes to strengthen the organization's financial management practices. First, the organization increased their awareness of financial management best practices. As one coach explained, "[before R+] they [the organization] had finance personnel, but they didn't really have the structure. They didn't really understand how the structure should work...even the revenue, their acquisition of the POS machine. They didn't really know how it was going to work. But during the training, they understood what the financial processes for an NGO or CSO should look like. What they need to put in place and how they can have revenue from different sources, not just from donor funds."

Additionally, the organization procured a point-of-sale (POS) machine. While previously the organization's only major income stream was from donors, their board of trustees, and donations, the POS machine will now allow them to also conduct business transactions with the public. The machine is currently in use and the organization is optimistic that their income stream will improve soon.

Why was this change significant to the organization?
Now that the organization has more awareness and a strategy for diversifying their revenue sources, staff are hopeful that the organization's income stream will improve, enabling them to "better respond to sudden or worsening economic challenges" that arise.

How and why did R+ help the organization achieve this change, if at all?
The financial support provided by R+ enabled the organization to purchase a POS machine and the capacity building training on financial preparedness - provided by PartnersGlobal and the R+ coaches - improved staff awareness of financial management best practices.

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Nigeria
Relevant domain of change: Change in <u>internal</u> CSO behavior or procedures
Date story was first shared: January 4, 2023

Story title: Improving Staff Productivity and Connection with Constituents

What happened?
One of the challenges the organization faced prior to R+ was insufficient staff connectivity and productivity given some gaps in office equipment. Staff had access to workstations and an email platform; however, the organization was unable to afford the migration to Microsoft Office 365 which became mandatory with their service provider. Without access to consistent email, the organization would have faced a significant reduction in productivity, connectivity, and the ability to produce high-quality work deliverables. But through R+, this organization was able to purchase two brand new laptops and migrate all staff to Microsoft 365, which has helped improve staff productivity, performance, and collaboration.

Why was this change significant to the organization?
Organization representatives explained that the acquisition of laptops and migration to Microsoft 365 "filled an urgent dire need" within the organization. Staff members now have more flexilbity to work on the go and they no long face difficulties when accessing or sharing organizational documents. This has motivated team members to invest their best efforts and is helping grow the organization's professional reputation now that that they are using technology up to industry standards.

How and why did R+ help the organization achieve this change, if at all?
R+ as a whole helped the organization better articulate their specific needs around equipment gaps and the financial support provided by the R+ sub-grant paid for the new laptops and Microsoft 365 software.

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Nigeria
Relevant domain of change: Change in <u>external</u> CSO behavior or procedures
Date story was first shared: December 19, 2022

Story title: Learning to communicate more effectively

What happened?

[Organization Name] is a 30-year organization, and they've done a lot. For example, one of the biggest things the organization did was work with the National Electoral Commission to ensure voters are registered in Nigeria. And for the first time, the organization was able to shift how elections were done in the country by getting an electronic register on voters' cards. But these achievements are sitting in reports on the shelves, known to only a few donors and partners.

And in 2021, when the organization was working with a consultant to review their 5-year strategic plan, they realized that the plan was missing a communications-specific component that could drive what the organization was communicating both internally and externally. So, this became the focus of their work through R+. Through early discussions with their R+ coaches, this organization realized that there was more they needed to do to be more visible and most importantly better communicate about the work they are doing.

They developed a 2-year strategic communications plan and engaged a part-time media and communications officer to help "bring the plan to life." This included changing the organization's logo - "giving voice to one and all" - to better reflect who the organization was and where they were going. It also included organizing a 30th anniversary celebration in November 2022 to tell the story of the organization through the perspective of the media organization, CSOs, and grassroots community-based organizations who had been impacted by the organization's work. Going forward, the organization will continue to implement this new communications plan, including organizing external celebrations more regularly.

Why was this change significant to the organization?

This organization is clearly operating in closing civic space. It is becoming difficult to operate and funding for the organization's work is shrinking. So, to survive, it's increasingly important that the organization put itself out there more. They need to increase their visibility, tell their stories well, and make their impact felt. And the first step was to put a framework in place for telling that story. The 2-year strategic communications plan they developed through R+ is a simple framework that does that for the organization.

As one organization representative further explained, "Over the years, we [the organization] had several communications policies, but they were not really brought together as a comprehensive document that was being implemented. Also, we knew that we weren't really

communicating our work well. And we've always had that challenge. This [R+] came and "gave us a kick". We knew communication was a place we needed help. If we communicate our work and people know us, it is key to sustainability, to attracting new partners and donors. So, when we got support from R+ for this work, we were able to engage external consultants to look at all the communications plans we had in the past, put them together for us in a comprehensive document, that made sense, and in a way that we can implement it."

How and why did R+ help the organization achieve this change, if at all?
First, the R+ program came at the right time when the organization was working on a new 5-year strategic plan. The ROCCS assessment process - including the coaching support provided as part of this - also helped the organization see the gaps in the organization that they needed to plug if they wanted to improve organizational resilience.

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Senegal
Relevant domain of change: Change in awareness or mindset
Date story was first shared: February 27-28, 2023

Story title: Change in awareness or mindset

What happened?
Through participation in R+, staff members became much more aware of the shortcomings of the organization and the areas in which they needed to improve. For example, staff better understood their internal financial management challenges and overreliance on donor funding. They also realized a need to strengthen internal communication within the organization, including improving the flow of information between core staff in the capital city and those in regional offices.

Why was this change significant to the organization?
This change was important because it helped nudge the organization to take steps to address their vulnerabilities. For example, they started exploring opportunities to diversify their revenue sources through social entrepreneurship initiatives. They also began having more meetings with regional offices to clarify responsibilities across staff. As one organization representative explained, "R+ has enabled us to become aware of what prevents us from working effectively to better achieve our goals…and now we know that if the necessary corrections are made, our organization will be able to make a greater impact and better achieve its objectives."

How and why did R+ help the organization achieve this change, if at all?
The ROCCS assessment and coaching support provided through R+ enabled staff to diagnose the organization and gradually correct its weaknesses. As one staff member noted, "the ROCCS evaluation is at the center of our [the organization's] successes." All staff were able to share their views on where they were facing challenges, identify gaps, and see clearly what was not going well.

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Serbia
Relevant domain of change: Any other change (*Note – since this was the only story shared in this domain, we have decided to fold it into domain 2: change in internal CSO behavior and procedures for the purpose of selection discussions*)
Date story was first shared: February 27, 2023

Story title: Organizational survival including leadership transition

What happened?
During the implementation of R+, this organization experienced several unexpected changes. First, the Executive director decided to leave her position. Then the organization realized they were in a more precarious financial position than they initially thought, having to use some of the savings of the organization to pay for operational costs. There was also some significant staff turnover among the core team. Yet, despite all of these challenges, the organization was not only able to survive, but to thrive. There is a new Executive Director, the organization is experiencing more financial stability than ever after securing a larger USAID grant, they have grown their recognition in the sector, and are now expanding their team as well.

Why was this change significant to the organization?
Participation in R+ enabled the organization to survive so many changes, as well as the COVID-19 pandemic. According to an organizational representative, "ResiliencyPlus adjusted its support to our needs, which was to survive these changes… so, we actually survived...here we are now in a better financial position, with a better perspective on how the future for at least the next three years will look like for the organization."

How and why did R+ help the organization achieve this change, if at all?
R+ provided one-on-one sessions with coaches to help facilitate the leadership transition between the two Executive Directors. That was most significant because the Directors were able to reflect on and introduce small improvements into their leadership approaches.

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Serbia
Relevant domain of change: Change in awareness or mindset
Date story was first shared: February 2, 2023

Story title: [Org Name] Received Feedback on its Work

What happened?
Through R+, this organization engaged an external M&E expert to undertake an external evaluation of the organization's impact, from the perspective of their constituencies and other key stakeholders such as independent media experts, academics, and donors. To gain an objective picture of the organization's impact and position in the community, over 90% of evaluation respondents were those who had only had brief contact with the organization while the remaining 10% were close friends of the organization.

According to an organization representative, the evaluation "really went beyond my expectation." The organization was initially nervous because they were asking people they did not know well to comment on the organization's work. But they saw close to an 80% response rate and the feedback they received was excellent. Even the external M&E expert was surprised and delighted by the information. It was very constructive and provided good suggestions on what the organization could do to improve, especially in terms of external communication. They also learned that the organization - from the perspective of external stakeholders - was strong in times of crisis, but not as strong in times of peace.

Why was this change significant to the organization?
This feedback really helped the organization. First, it gave staff a renewed sense of energy and belief in what they were doing and offered an understanding that "they are on a good path." An organization representative further explained that this is particularly important for those who are working in media in countries with declining media freedoms. It's a hostile environment, so civil society, journalists, and human rights defenders sometimes experience "pointlessness" and disbelief in the value of their own work. But by receiving feedback that the organization's work is highly relevant and impactful, that helps boost team members' energy.

Equally important, the evaluation results provided the organization with valuable suggestions on how to improve their work, including how to be more visible to broader society. The organization is now in the process of engaging a part-time employee to help with external communication. They plan to produce a communication strategy and now have someone managing social media outreach. As an organization representative explained, "the young lady we recruited, she knows social media more than our old people. We never thought to be bragging about something we published or when we do training for journalists, we won't

advertise that. But she [the social media consultant] insisted. So now, whenever we have someone speaking in a public event, or we have a training or a meeting, she takes pictures and puts it on social media. We are more present, and people can now see that we are doing something beyond just publishing reports."

How and why did R+ help the organization achieve this change, if at all?
The need to objectively understand the organization's impact and understand their position in society was something that emerged for team members during the ROCCS assessment process. The process "really was an eye-opener" and clearly demonstrated to the organization the things that needed to change. And then the financial support provided through the R+ sub-grant funded the actual evaluation.

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Serbia
Relevant domain of change: Change in <u>internal</u> CSO behavior or procedures
Date story was first shared: February 2, 2023

Story title: Improved Communication within the Team

What happened?
During R+, one of the main challenges that this organization identified was insufficient communication between two of their major departments. This was a consequence of taking too many things for granted within both teams. The project management team assumed the journalists were well versed in principles of project management, while the journalists assumed the project management team knew more about journalism and editing for media outlets. For example, the project management team was sometimes dissatisfied because journalists were not coming into the office, but they needed to understand that a journalist who is always in the office is not a good journalist. Journalists need to be outside collecting information and they need to be available when something happens that needs reporting. Each team was also more focused on their specific workload, and this resulted in a lack of understanding of the ongoing processes among the organization as a whole.

To address this challenge, the organization engaged an HR expert to help improve communication between these two teams. The organization held workshops for team members where they explained what reporting to donors means, what a financial obligation looks like, etc. And the journalistic part of the team had the opportunity to explain their role. Based on these discussions, it was also decided that the organization should include their journalists more substantively in developing project proposals to make this process more collaborative and to broaden their understanding of project management. For example, in a recent project proposal with the German embassy, the organization's journalists contributed by preparing a project background section for the proposal, offering input into the project design, and helping to define project results and indicators.

As one organization representative reflected, "this process has really contributed not only to better communication, but greater ownership among both teams…because they are participating personally, and it seems like now they really do understand."

Why was this change significant to the organization?
According to the organization, this new strategy is "bringing excellent results." Team members are developing new skills and broadening their understanding of project management. The proposals that the organization submits to donors now include more diverse perspectives. And

the project management team better understands the journalists' point of view. It has provided a greater sense of ownership over the organization's activities by all team members.

This new approach has also increased cross-departmental learning within the organization. For example, when someone goes to a meeting, workshop, or any kind of event, they are now obliged to write a short formal report about it to share with the whole team. So, the whole team can benefit from things learned during those events. As one organization representative explained, "I think we now have a more coherent team because of all of that."

How and why did R+ help the organization achieve this change, if at all?
The ROCCS assessment helped the team to identify lack of communication and mutual understanding of the organization's processes as one of the main obstacles for overall resilience. And the organization noted that they didn't have the time to reflect amongst themselves and understand where they were before R+. One organization representative explained, "this process helped me understand where the gaps in understanding of the nature of the job are between different teams in the organization. Because I was first a journalist, I know both jobs. And for me, I took for granted that everybody else knows everything…so this was helpful to identify the level of understanding and to understand what we need to do to fill this gap."

The coaches were also described as a "treasure" as they really devoted themselves to the organization. And lastly, the sub-grant provided the funds to engage an HR expert and project management consultants, which helped the organization's leadership introduce several new practices to improve internal communication and overcome resistance of team members.

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Serbia
Relevant domain of change: Change in <u>external</u> CSO behavior or procedures
Date story was first shared: December 14-15, 2022

Story title: Scenarios for the future!

What happened?
Through R+, this organization engaged in longer-term strategic planning for the organization, which gave birth to new ideas to expand the organization's portfolio of work and generate additional income. The most notable idea that emerged was the creation of an evidence-based training center run by the organization.

The organization is now working to establish the Training Center for Professionals. This center would be a legal entity providing capacity building and consultative services to other organizations to help them address gender-based violence issues and mainstream the gender perspective in all their actions – including to address gender prejudices and discrimination against women, remove imbalances of power, and seek equity. It would also help bring in additional revenue to cover the organization's expenses.

While establishment of this center is a long-term activity - which likely won't be realized for another few years - the idea came to be during R+. And the fact the organization was able to recognize themselves as an organization that could provide trainings through a center such as this was considered "one of the organization's greatest achievements" from the program.

Why was this change significant to the organization?
This change (once realized) will contribute to greater visibility, as well as an additional source of revenue generation, for the organization.

How and why did R+ help the organization achieve this change, if at all?
The idea for a Training Center came to be during the ecosystem analysis and scenario planning exercise undertaken through R+. Described as an "aha moment," the organization realized that they had great knowledge – and experience working directly with underprivileged girls and women - that needed to be transferred to other actors in the system, and thus shape policies in the field of combatting gender-based violence and the overall societal position of women and girls in the future.

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Serbia
Relevant domain of change: Change in <u>internal</u> CSO behavior or procedures
Date story was first shared: February 21, 2023

Story title: It is all about multigenerational leadership!

What happened?
This organization developed mechanisms and practices to enable more cross-generational leadership, securing the way for more decisive inputs from younger staff on issues of organizational development.

During the ROCCS assessment process, one of the key internal vulnerabilities that emerged was the organization's challenge with multi-generational leadership. At first, the organization didn't know what that meant. They had some questions. So, the R+ coaches introduced the concept. And the organization learned that the concept meant changing governance practices to engage younger, more junior staff in everyday operations of the organization. Asking them to be part of the decision-making of the organization…and creating an environment where they can grow professionally, to ultimately, support greater retention. Once the organization had this initial meeting to better understand what the notion of multi-generational leadership was, they then started discussing how this could be improved. This was noted as a "turning point."

One of the new practices the organization put in place was inviting more junior staff to participate in "collegial" meetings. Collegial is a meeting that happens twice a month within the organization to discuss operational issues and everyday management of the organization. Until R+, only senior staff participated in these meetings. But after this challenge with multi-generational leadership emerged, the organization decided to start inviting more junior staff - such as program managers and program coordinators - to participate in discussion about organizational development issues. The organization needed to hear more from younger staff about what they think, how they feel about working at the organization, and what needs to change. And as one organizational representative described, "the average age of the collegial has dropped significantly with the inclusion of younger staff."

Why was this change significant to the organization?
This new practice brought a new perspective to the organization and provided an opportunity for younger staff to play a more decisive role in organizational development, which has had a positive outcome so far. For example, the older generation of staff were very reluctant to work from home. But the moment the organization broadened participation in collegial meetings, this topic of remote work was brought up. The organization has now adopted an official policy where staff can work from home for a certain number of days per week. This would not have

happened if the organization had not included younger staff's perspective in the collegial meetings. As one organizational representative explained, "this [remote work] was one of the hidden challenges, which would not have emerged if we had just stayed reluctant and remaining in a hierarchical, managerial way as we did before R+."

Additionally, another new initiative that emerged from engaging younger, more junior staff was related to the organization's practice of writing projects. Younger staff noted that project development is often outsourced to external experts. There is no development opportunity for internal staff to build their skills in project writing. So, the organization developed a new policy where they will still hire an outside expert if technical knowledge is needed, but that person's TOR will also include a requirement to work with younger staff who are interested in the topic to mentor them in executing the work.

While there is still more work to do to ensure the voices of younger, more junior staff are elevated and considered within the organization, some initial progress has been made.

How and why did R+ help the organization achieve this change, if at all?
R+ opened Pandora's box for the organization in a positive way. The ROCCS assessment process provided a platform for staff to get to know each other better and speak about what they were happy (and not so happy) about. As one staff member explained, "there were some things I shared with the coaches that I wouldn't' have shared if not for Resiliency+".

The ROCCS also provided clear data about the challenge with multigenerational leadership, and a safe environment to begin addressing the issue in an intentional manner. For example, this issue with multigenerational leadership was "quite an uncomfortable zone for senior management." There was some reluctance to this challenge but having the ROCCS in place helped demonstrate that "we are not talking about some feelings, this is real data. This is how people in the organization feel. And it's not just one, but a wide range of people [that feel this way]." Having this data helped guide management out of their apprehension to a place where they could really discuss how this could be improved. As one coach described, "the ROCCS results were a big a-ha moment which generated a much-needed conversation across the organization, a sense of urgency and solutions."

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Tanzania
Relevant domain of change: Change in <u>external </u>CSO behavior or procedures
Date story was first shared: December 19, 2022

Story title: The road to achieving creative communication is wide, brighter, and clearer than before

What happened?
Through the R+ program, this organization acquired the equipment needed for staff to communicate more effectively about their work. At the start of R+, the organization had only 2 functional laptops for 7 staff members working at their office. They had to share laptops, and this was a challenge when they needed to communicate with donors on proposals, or with other organizations for events like International Women's Day. In addition, the organization was doing a lot of work in the community but had trouble documenting their impact because they had no cameras or computers to save pictures, videos, and important documents. But through R+, the organization was able to procure 5 new laptops which as one organization representative explained, "is an achievement for our organization." Now every member of staff has a laptop that they can use for communication anywhere.

Furthermore, in terms of creative communication, before R+, the organization had little awareness of how to use digital platforms like Twitter and Instagram to share their work. But through the program, they worked with a communications expert to prepare a media communication strategy that the organization plans to launch in 2023. They even tested the strategy out last year by developing a media product to celebrate their "16 days of activism" initiative. They shared this product via different digital platforms and received positive feedback from government officials. As one organizational representative described, "to us, it was an achievement because we didn't call the government officials. We did not have any communication with them. Instead, they identified us through our media product. It is something that would have been hard to achieve as an organization without the support of the INSPIRES project."

Through this increased content reaching the media, the organization was also approached by the Tanzania Education and Children Network for collaboration, as well as the Aga Khan Foundation, who spotted the organization from their presence in the media. The Foundation conducted an Organizational Performance Index (OPI) assessment ranking the organization highly. Given this increased visibility, the organization is now finalizing content to launch their website by the end of July 2023.

Why was this change significant to the organization?

As one staff member put it, this change is "very important. How can our organization be sustainable without creative communication?" It enables the organization to communicate and share information, as well as work remotely, more easily. It has also increased the organization's connectedness to other actors because they now have the means to share about their work, which the organization noted was quite challenging for them before the R+ program.

How and why did R+ help the organization achieve this change, if at all?
The coaches facilitated the training which helped build staff capacity related to creative communications. And the financial support provided by the R+ sub-grant was used to pay for the new communications equipment (e.g., laptops and camera).

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Tanzania
Relevant domain of change: Change in awareness or mindset
Date story was first shared: January 23, 2023

Story title: Capacity building makes the organization resilient

What happened?
This organization's staff members increased their effectiveness at work given some of the new awareness and skills they built through the R+ program. As part of their roadmap, the organization implemented several training courses for staff to build their interpersonal and managerial skills. They also developed an online accountability tracking system to manage staff time sheets. Because of these actions, staff are more productive, maintain positive attitudes at work, and are now motivating each other more to reach a shared goal.

Why was this change significant to the organization?
These changes are significant because staff are now more accountable and better able to meet their professional goals and "duty of care to the community", which furthers the organization's mission and vision.

How and why did R+ help the organization achieve this change, if at all?
R+ contributed to these changes because it was a program that focused on staff capacity building. It provided the organization with training in mental health and managerial skills, which ultimately helps build professional and personal development skills of staff. And ultimately, this will improve the organization's ability to better serve their community.

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Tanzania
Relevant domain of change: Change in <u>external</u> CSO behavior or procedures
Date story was first shared: January 23, 2023

Story title: The power of fundraising in bringing joy to girls

What happened?
Through R+, this organization developed a fundraising strategy and increased staff capacity related to financial management via a training on QuickBooks. As part of these discussions, the organization brainstormed new strategies for strengthening a social enterprise through Days for Girls International. This social enterprise provides reusable sanitary pads to a local school in Morogoro rural district and helps the organization generate additional income.

The organization then pitched their ideas during Innovation Week in Morogoro Municipality and conducted other fundraising events with different stakeholders to advertise their products. Through this campaign, they succeeded in raising over $3,000 to support 300 girls with reusable sanitary pad kits.

Why was this change significant to the organization?
This change helped the organization strengthen its social enterprise which ensures sufficient cash flow and financial reserves for the organization's operations and programmatic work. This helped contribute to greater resiliency because the organization now has more financial reserves available to continue activities in the face of a crisis.

How and why did R+ help the organization achieve this change, if at all?
The sub-grant provided by R+ helped staff develop the fundraising strategy and paid for the training on QuickBooks.

Most Significant Change Story
ResiliencyPlus Cohort 2

Country: Tanzania
Relevant domain of change: Change in <u>internal</u> CSO behavior or procedures
Date story was first shared: February 3, 2023

Story title: Change in internal organizational behavior

What happened?
After participating in R+, this organization's operations became more productive, efficient, and secure through the procurement of new IT equipment, including: 5 new computers, videoconferencing equipment, and CCTV cameras for the office.

Why was this change significant to the organization?
This change was significant for a few reasons. First, the CCTV cameras helped improve office security which means the organization's office is now "always a safe space for constituents." Second, the procurement of videoconferencing equipment has reduced the cost of the organization's operations because staff can now work remotely. This has also helped build credibility for the organization. And lastly, the purchase of computers has simplified ways of working for staff.

How and why did R+ help the organization achieve this change, if at all?
The financial support provided by the R+ sub-grant covered the cost of new computers, a CCTV camera, and videoconferencing equipment.