NATIONAL DEMOCRATIC INSTITUTE

Civic Update
Partnerships

Strong and vibrant partnerships are a fundamental means of tackling complex development challenges and fostering systems change. The need for partnerships built on trust, openness and respect is even more acute during times of crisis and uncertainty. In every region, NDI has working relationships with civil society organizations (CSOs) taking different forms of collective action to influence political processes and outcomes. The COVID-19 pandemic has forced these partners to make adjustments in how they operate and, in many cases, shift their priorities. Local groups are finding the need to put their public-awareness raising, research and analysis, oversight and advocacy skills to use supporting response and recovery efforts. Groups are also trying to protect their civic space and fundamental freedoms, as some governments take more authoritarian measures. Likewise, organizations representing marginalized communities, such as women, people with disabilities and LGBTI persons, are working to prevent a cascade effect that places these populations further at risk of neglect, discrimination and violence.

Group work during an advocacy and community organizing training for members of the Ekiti Youth Agenda campaign in Ekiti state, Nigeria

The close and enduring relationships NDI has with local civic organizations are an important asset when dealing with these unprecedented changes requiring rapid program adaptation. For instance, the operational understanding that NDI and partners have of one another, and the direct lines for two-way communication make managing change less challenging.

This issue of the Civic Update explores NDI's approach to creating a firm partnership foundation and features interviews with in-country staff in Guatemala, Kenya, Nigeria, Serbia and Ukraine prior to the COVID-19 outbreak. The Update also includes the perspective of NDI's long-standing Bosnian partner, Pod Lupom. This exploration of partnership lessons and recommendations is intended to help NDI continue improving its ability to build intimate, solidarity relationships with local groups.

Inside this Issue

WORKING FOR DEMOCRACY AND MAKING DEMOCRACY WORK

Re-Defining Partnerships and Capacity Building

Ideas about partnership in democracy and governance work are evolving. There is greater emphasis being placed on recognizing and mitigating power imbalances that can naturally occur when one partner may have greater access to resources. For instance, Oxfam defines partnerships as "mutually empowering relationships, which are aware of power imbalances and focused on mutual growth, organizational development, institutional strengthening and above all, on achieving impact" (2012). More recently, the United States Agency for International Development (USAID) launched the Journey to Self-Reliance and the New Partnerships Initiative which collectively seek to achieve greater development outcomes through restructuring partnership models and program practices. The New Partnerships Initiative also places greater emphasis on the diversity of partners and strengthening existing partnerships. Notably, the Agency is advancing a coequal approach to partnerships, which includes sharing program goals and objectives with local partners to cultivate a "shared sense of ownership of successes, as well as accountability" (2018, 6).

'Capacity building' is a term often used to describe a process of improving performance in an organization or institution and as an indicator for determining success in a partnership. However, a theme in literature on capacity building is the lack of a universal definition or clarity around how capacity is assessed and for what purpose. Over the last 15 years, donors and practitioners have worked to better understand and reframe capacity building, describing a complex process that analyzes change at multiple levels, emphasizes local ownership, and recognizes the critical role of an enabling environment. USAID's new policy framework, published in April 2019, defines capacity as the ability "to plan, finance, and implement solutions to local development challenges." New iterations of capacity building are also more locally-driven and grounded in the local context. USAID recently launched Capacity 2.0, an approach designed to enhance an organization by considering how it relates with other organizations and actors in its greater local system. Capacity 2.0 begins with examining an organizations existing capacity and reflects an evolution and expansion that differs from previous approaches, which focused almost exclusively on the provision of internal organizational structures and processes, such as strategic planning and financial management. By focusing on capacity building related to improved performance within a socio-political system, Capacity 2.0 is more likely to increase the power and influence of civil society organizations.

Partnership Practices at NDI

NDI's support is tailored to each organization and based on their aims, interests, and assets. These "developmental partnerships" are structured with the understanding that NDI is helping groups grow and mature. NDI introduces tools that help partners master organizing techniques (e.g., issue identification and analysis, planning, resource management, deliberation, communication, and evaluation) and develop the know-how required to take collective action and solve complex problems. At the same time, NDI assists in the development of ethical, accountable and responsible civic groups that earn and maintain the trust of citizens. Such organizations should be models of good "democratic" behavior, in order to avoid criticisms concerning corruption, representativeness, responsiveness and openness.

NDI's civil society partnerships should be dynamic and iterative. As groups learn and achieve higher levels of performance, and as they move to address new challenges, NDI's assistance should change. In some cases this may mean increasing financial assistance, or helping them gain more advanced political skills to form coalitions. In others, it might mean working with them to formalize their organizational systems and processes, and engage directly with donors. In all cases, partnerships should be regularly assessed to ensure NDI's support is practical and meets the needs of local groups.

The Right Fit

NDI often complements technical assistance with financial assistance through sub awards. NDI has different ways to structure these awards with local partners. Finding the right fit depends on different factors, starting with what the group wants to achieve, how it's organized and how it desires to balance organizing and activism with formal management requirements. For instance, a small community-based organization working on disability issues may not need robust financial management systems, because it's a voluntary organization that uses financial resources to fund local actions. An option that can help reduce the need for certified accounting and financial reporting is a Fixed Amount Award (FAA). In the case of FAAs, partners report on the achievement of milestones, often tied to specific campaign activities or outcomes. Each milestone has a set price and partners are paid when it is completed. As with any funding structure, there are benefits and limitations when using an FAA. Because the awards are driven by results, the transaction costs for both NDI and the partner decrease due to the minimal reporting requirement. Regarding challenges, political or security disruptions may impede a partner from completing milestones and thus prevent them from receiving funds, without restructuring the agreement. FAA's also do not allow a partner to develop formal grants management systems.

The Citizen Participation & Inclusion team frequently uses FAAs through its [Equal Rights in Action Fund](#).

Reexamining Power Dynamics

Partnerships between local and international development organizations, or more specifically between North-South partners, should seek to redistribute power based on pre-existing imbalances, which can keep local partners from assuming ownership over programs or determining their own priorities. When partnerships don't assess or understand power, gender dynamics or intersectionality, NDI's work has the potential to perpetuate inequality (Contu and Girei 2014). Greater awareness of inherent power dynamics is necessary for impactful, sustainable, and just development work. First, it's important to redefine the relationship between external actors and local partners to ensure INGOs respect existing knowledge and agency (Miller-Dawkins 2017, 17). USAID's [asset-based capacity assessment](#) framing is helpful for understanding a partner's existing capacity. Practitioners adopting an asset-based approach are better able to identify specific needs or skill gaps alongside local partners and highlight existing strengths. By elevating local leadership, collective knowledge, and expertise, practitioners can better ensure that local partners are

driving program design, implementation, and evaluation.

Do No Harm (DNH) and Nothing About Us Without Us (NAWU) are two approaches that are also important when addressing power dynamics. DNH ensures that interventions, including partnerships and programs, do not unintentionally reinforce existing barriers to inclusion or exacerbate underlying social or identity-based tensions. Failure to apply a DNH approach can undermine the structures and relationships that allow local partners to establish themselves or collaborate with other local actors.

NDI operationalizes NAWU by always conducting programs in partnership with local organizations who choose their priorities. This is true for all of NDI's work, but has particular significance when supporting groups who face intersecting forms of marginalization. While NDI brings technical expertise in the democratic process, local groups are the experts when it comes to their communities and which issues to prioritize. NDI must be aware of any context in which the partnership reinforces norms of who holds power or unintentionally results in reinforced exclusion of local groups.

In-country Perspectives

Nigeria: Bem Aga, Senior Program Manager

Over the last six years, Nigerian civil society organizations have been at the forefront of efforts to advance credible elections under the Electoral Empowerment for Civil Society Project. Although the program is focused on increasing the engagement of citizens in promoting fair, free, and safe elections, the foundation of the program rests on NDI's partnerships with local organizations representing diverse sectors and communities.

Partners were identified using multiple methods including a call for proposals and outreach to local groups actively engaged in the democracy, human rights, and governance space. Through these efforts, NDI was able to mobilize a representative cross-section of civil society actors throughout the country including organizations outside of the capital and major cities, groups that have limited opportunities to respond to a formal call for proposals, and groups working with populations who are often excluded or overlooked, such as young people, women, and persons with disabilities. Since 2014, NDI has worked with 29 local partners across 13 states in Nigeria and the country's capital city of Abuja.

Recognizing the diversity of the partners, NDI worked with each organization to develop a tailored, long-term, phased approach to systematically transform their political engagement in national and sub-national structures. NDI structured the partnerships through cooperative agreements and MoUs that clearly define roles and responsibilities; mutual respect; regular consultations on the design and implementation of programs; honest feedback on quality of work; and common values and goals. The phased approach also emphasized learning-by-doing, identifying and documenting lessons learned, mentoring partners to put skills and knowledge into practice, and quality control as partners implemented activities independently.

Equally important to the success of NDI's partnerships has been creating a structured space for clear, frank two-way conversations

IFA explaining the use of the Braille ballot guide in Nigeria

about partner progress, successes and challenges, and the efficacy of NDI's approach. These conversations, occurring weekly and at joint NDI staff and partner retreats, have been of paramount importance for discussing sensitive matters that, otherwise, may not have been disclosed. This approach to communication and transparency also gave partners the opportunity to discuss future goals, such as shifting their organization's focus to other political activities or exploring opportunities to pursue funding directly from international donors. A shift to direct funding from international donors is also one indicator of how the approach to developmental assistance should evolve in response to a partner's increased capacity.

A clear example of the efficacy of NDI's approach to partnerships in Nigeria is with Inclusive Friends Association (IFA). IFA is a disabled persons organization advocating to state and national-level institutions for elections more inclusive of persons with disabilities. NDI first partnered with IFA in 2016, as the organization transitioned after the departure of some of its most tenured staff. NDI had numerous conversations with IFA about their goals moving forward and both parties agreed to explore a partnership. Much of NDI's partnership with IFA has centered around learning-by-doing, or what the team refers to as guided practice, which has been instrumental in the transfer of knowledge and

skills. Through guided practice, IFA learned how to conduct power mapping and develop advocacy engagement strategies, resulting in new and stronger relationships with government, other disabled persons organizations, and county-level disability leaders. Learning by doing has also contributed to the success of election accessibility audits at the county and national levels that have provided crucial data for advocacy on more disability inclusive elections. IFA's work also led to the introduction of Braille ballot guides for voters with visual impairments by Nigeria's Election Management Body. Today, IFA is a nationally and regionally recognized disability rights group, known for helping persons with disabilities vote confidentially and independently for the first time.

Serbia: Marko Ivkovic, Resident Director

NDI has maintained a presence in Serbia for over 20 years, establishing many long-

lasting partnerships and working with a wide range of civic groups, including watchdog organizations, community-based organizations, and inclusion-focused advocacy groups. For staff in Serbia, partners have been a critical component of achieving positive democratic change in the country, bringing to the table their experiences, expertise, relationships, and skill sets. Although NDI is seen as a knowledge hub in the country with regard to best practices, innovativeness and building bridges between different actors, partnerships are always approached as a mutual, two-way collaboration.

One of the strongest examples of a coequal partnership is with the Center for Research Transparency and Accountability (CRTA) in which the partnership not only allowed CRTA to grow exponentially, but also enabled both NDI and CRTA to experiment in new areas such as combating foreign disinformation in the country. Beginning in 2016, NDI supported CRTA's successful transition from a

Considerations for Managing Partnerships

- **Prioritize the health of a relationship**. Partnerships are foundational to NDI's work, but they can be obscured in an international development culture that emphasizes results and deliverables. Put simply, the **how** of the partnership relationship matters. MoUs can be used to structure working relationships, by outlining roles and expectations, and establishing a mutual accountability framework (CCF 2010, 21).

- **Approach partnerships with respect and humility**. Local partners are the drivers of change and development efforts are more likely to be sustained when they are owned and implemented by the local partner.

- **Elevate the voice and work of the partner**. NDI should not dictate the priorities of local partners. NDI is a resource working in the interest of the partner.

- **Conduct asset-based capacity assessments**. Interactions that honestly and respectfully navigate power dynamics are more likely to build trust and result in effective, mutually beneficial partnerships.

- **Support networking**. NDI is often uniquely positioned to help local groups build horizontal and vertical linkages with other members of civil society, the media, political parties and public officials. Networking is instrumental in fostering social cohesion and civil political engagement.

- **It's not a financial relationship**. Although NDI might provide a sub award, it should not serve as the foundation of a partnership. Groups should view their relationship with NDI in terms of solidarity and shared values. When financial assistance is combined with technical assistance, it can enable partners to learn-by-doing and grow.

parliamentary monitoring organization to an elections monitoring organization, able to operate independently with only limited, highly-specialized, technical assistance from NDI. CRTA is now a nationally-recognized organization, receiving the Democracy Defender Award in 2018 from the Organization for Security and Cooperation in Europe for their contributions in promoting democracy and defending human rights.

Regional event with NDI and CRTA in Serbia

Several factors explain CRTA's success, along with that of other enduring NDI partners in Serbia. At the core is mutual trust between NDI and its partners that is fostered by demonstrating certain behaviors, such as investing in partner capacity and committing to a partner's performance in achieving their self-defined goals. NDI's ability to respond quickly to both positive and challenging social and political developments is also important and sets a standard for the duration of the relationship. In addition to fulfilling requests in a timely fashion, it is important that the Institute communicates with partners in a transparent and straightforward manner. This approach is closely tied to the development of ethical, accountable, and responsible partners. NDI seeks to partner with organizations that already display a certain level of adherence to these principles and partnerships should deepen the practice of ethical, accountable, and responsible behavior. To achieve this end, NDI models these principles in all of its interactions with partners.

Nevertheless, the Serbia team has also encountered challenges in the establishment of partnerships. There have been instances, for example, in which the team does not select the right partner and later discovers that the partner's approach does not align with NDI's. At times, partners also have unrealistic expectations regarding the type and amount of support NDI can provide, which can complicate relations and even bring a partnership to an end. Such cases are rare, however, and largely avoidable given NDI's robust approach to relationship building and structuring partnerships. Extensive consultation at the outset of a partnership allows staff to gauge whether the organization's objectives and direction can be supported by NDI. If the two organizations appear to be a good match, they will jointly agree on a timeline, expectations, and a division of labor to guide the relationship. The resulting document, typically a MoU, helps partners hold each other accountable.

Ukraine: Viktoriia Salikhova, LGBTI Inclusion Senior Program Officer and Olena Botsko, Citizen Engagement Program Director

While trust is a vital component of any partnership, building trust may require different approaches depending on the organization and the broader context. Open, honest and consistent communication are some of the building blocks of trust, allowing NDI to build relationships with different types of partners and create safe spaces to learn, make mistakes and grow. Another key aspect in building trust is to maintain transparency from the onset, clearly articulating expectations, opportunities and boundaries, while demonstrating to partners that NDI is equally invested in the work. NDI identifies new partners through a process that includes a baseline assessment, interviews and meetings with stakeholders and an analysis of the political context and political openings. This process may illustrate the need to work in a new area or cultivate new partnerships. Through supporting LGBTI communities and other diverse groups, NDI has learned that partnerships must: use an evidence-based

approach that explains the investment in a certain strategy; remain flexible and adjust to the capacity of the group; create time and space for reflection; celebrate successes and try to identify positive stories; create a network of allies work with them to amplify voices from the community; and, when appropriate, build inclusive coalitions.

Under the LGBTI Inclusion program in Ukraine, NDI supports grassroots organizations that work to advance human rights for lesbian, gay, bisexual, transgender and intersex (LGBTI) communities, each with a unique background, focus and different levels of experience. Under this program, NDI discussed the importance of having an in-depth understanding of the context in which our partners work, and the challenges and barriers that they face, which contributes to building a partnership that is responsive and driven by the needs of local groups. Utilizing public opinion research and deliberative polling, NDI worked with LGBTI communities to capture their experiences and better understand the types of messages that are most effective regarding LGBTI tolerance and acceptance. This research helped initiate conversations with local LGBTI partners and develop targeted technical support. Using an evidence-based approach, in combination with greater flexibility, has helped NDI build trust with a range of diverse organizations. NDI staff also emphasized the need to support partners without being overbearing. As a partner's capacity increases, the level and type of assistance from NDI tends to become more targeted.

The Ukraine team has worked with partners to identify success stories over the years, noting that the celebration of small victories and a positive outlook can create momentum for continued progress. NDI's partner, CSO Sphere, is a lesbian-feminist LGBT+ organization that organized the first Pride in Kharkiv, Eastern Ukraine. PrideKharkiv, gathering 3 thousand people, is particularly notable given that the Kharkiv oblast borders with Russia, has a complicated political context, and is very close to an active war zone. CSO Sphere was able to work through those challenges to build support for a pride movement that increases visibility

Ukrainian Genderbread Person

and inclusion for LGBTI communities. The Institute has also assisted partners in organizing information sessions to enhance tolerance and raise awareness about the rights of LGBTI people and the challenges they experience in Ukraine. NDI partnered with a newly-established organization, the Education Center for Human Rights (ECHR-Lviv) based in Lviv, which is a very conservative and religious city where topics of homosexuality had never been raised publicly. ECHR-Lviv was the first organization to facilitate public discussions about LGBTI communities in collaboration with a diverse set of stakeholders.

Kenya: Alice Njau, Senior Program Manager

Consistent with political divisions in the country, local organizations in Kenya are often divided, viewing each other as competition and having few opportunities to come together and understand the benefits of working collaboratively. When NDI first began its work in Kenya there were multiple organizations working on similar activities related to democracy and governance, such as election observation, but these groups never met to discuss data collection and analysis or establish a standardized observation methodology for the country. This was most evident after the 2007 presidential elections when the results were contested and observer groups were not able to produce credible reports, which led to post-election violence. The organizations lost credibility,

*Disability and Human Rights Stakeholders Forum
Participants in Kenya*

resulting in the need for stronger relationships between organizations and space where organizations could build skills in data collection and analysis, re-establishing their standing in the community in time for the 2010 elections.

Recognizing the complexity of relationships, division, and competition between election organizations in the country, NDI began hosting consensus-building meetings convening the leadership from various organizations to discuss available resources and limitations. NDI supported partners in their decision to use a standardized parallel vote tabulation (PVT) methodology and provided targeted technical assistance on PVT by bringing in external experts and regional partners, building the capacity of partners to successfully conduct an election observation. Through this relationship, partner organizations were able to secure funding from other donors and realize the potential of working collaboratively. Each consensus meeting provided time and space to address internal dynamics and proactively resolve emerging issues, recognizing that this process requires facilitated practice. NDI has continued its role as a convener in other programs, helping young people, women, and persons with disabilities come together to build new skills, consensus and collaboration. This includes an intersectional organizing program supporting persons with albinism who have been historically excluded from the disability and human rights conversations to partner with human rights activists and build mutual trust,

define common priorities, and develop organizing skills to take collective action. Bringing these groups to the table hasn't always been easy, but it is through facilitated conversations on intersectionality, targeted training, and providing a space to discuss current national events and issues that partners are beginning to build trust and find natural linkages across their work.

NDI's partnerships in Kenya have been successful due to NDI's ability to remain flexible, understand the context, support partners to identify their assets and resources, and work collaboratively to resolve challenges. NDI's approach to partnerships and building capacity is holistic, relying on open communication and ensuring that partners have every opportunity to access training, networking and funding opportunities. An emphasis on humility, trust and openness helps local groups know that NDI is a partner that will help them find solutions.

Guatemala: Eduardo Nunez, Senior Resident Director and Julio Donis, Program Coordinator

Maintaining civic space in Guatemala can be difficult for local organizations considering a history of unreconciled violence and grievances, the exclusion and discrimination facing indigenous Mayan communities and a restrictive, polarizing political environment. Strained engagement with international or multilateral organizations has also led to an environment where many local actors perceive these organizations as interventionists rather than collaborators. However, NDI has been able to overcome many of these challenges by continually respecting partners and their expertise; partnering with an array of organizations, including other INGOs; helping create more space for local partners to operate; and establishing early on that while international actors have a role to play, they are guests in the country and local groups are permanent fixtures.

NDI has engaged with an assortment of partners in Guatemala on legislative strengthening programs, human rights advocacy, and supporting civic movements to enhance

Alas de Mariposa conducts a workshop on the Electoral and Political Parties Law, which requires political parties to alternate between male and female candidate nominations to promote gender parity.

government accountability. The team also convened cross-sectoral technical working groups made up of local partners to share expertise on strengthening electoral processes. Throughout these efforts NDI prioritizes research and evidence-based approaches, especially when supporting highly polarized political activities where the integrity and credibility of the entire process is at stake. Placing partners at the forefront of program activities and working groups reinforces NDI's role as a facilitator, building relationships and providing technical guidance. NDI approaches partnerships with the aim of understanding, but not reinforcing power dynamics, which have historically plagued partnerships between external and local organizations. This includes prioritizing partner priorities in program design, developing shared visions and plans, treating partnerships as alliances and spaces for exchanging ideas and expertise, and finding the right balance throughout program implementation. According to NDI's Resident Director, "it's about treating partners and the people who make up partner organizations with respect and kindness."

NDI's approach to partnership includes viewing partners as innovators and the true architects of social and institutional change in the country.

Local groups know the entry points and have the vision to push initiatives forward, however, working with NDI helps them take the next step. This means finding ways to bring new methods and approaches to partners, sharing lessons learned and experiences and ensuring partners can access new opportunities and relationships. This approach also includes establishing space for innovation. Partners can use this space as an opportunity to pilot and learn from new practices, while NDI learns how to engage and support partners as contexts change and their capacity grows. Ultimately, it's about local groups assuming ownership and understanding the instrumental role they play in serving as the launching pad for societal change.

Partner Perspective

Bosnia and Herzegovina: Dario Jovanovic, Project Director, Pod Lupom

After the war in 1995, Bosnia and Herzegovina emerged a highly divided society, with many people still reeling from the impacts of the war. Civil society actors were called upon to start new organizations and rebuild the country, in part to demonstrate that country-wide initiatives were feasible. In collaboration with civic actors, NDI helped found Centers for Civic Initiatives (CCI) in 1998. CCI went on to be a pioneering organization, implementing local and regional campaigns dedicated to increasing citizen participation, strengthening government transparency and accountability mechanisms, and improving election monitoring processes. CCI is seen as a civil society leader regarding election monitoring, fielding thousands of election observers since 2000 and building the capacity of citizens and other organizations to participate in election monitoring work. As civil society organizations became more established, CCI, with NDI support, aimed to establish a space for collaboration and collective efforts around election support, resulting in Pod Lupom - Coalition for Free and Fair Elections. Pod Lupom started off very small and at the start of the partnership relied heavily on NDI's technical and financial support to grow the coalition, which one staff member described as,

Election Observation Project, Pod Lupom Evaluation Meeting in Bosnia and Herzegovina

"big cooperation and assistance." This included building specific processes related to election observation, best practices in supporting observers, and post-election data analysis and reporting. It wasn't long before Pod Lupom became a nationally recognized coalition, effectively monitoring the 2014, 2016, and 2018 general elections as well as transferring their skills to other political activities such as monitoring political party finances and establishing a database to track disinformation. Pod Lupom's capacity and expertise on election monitoring systems is so extensive that NDI now utilizes the coalition to provide technical assistance in other parts of the region and elsewhere in the world, including Georgia, Armenia, Kyrgyzstan, and North Macedonia. NDI remains a strategic partner to both CCI and Pod Lupom, currently supporting Pod Lupom in creating a digital application for party poll watchers to quickly report irregularities on election day.

When asked about working with international organizations, Pod Lupom explained that these relationships can, at times, feel extractive, with some organizations asserting their own pre-defined objectives and goals, and little intention of engaging long-term. However, as exemplified through engagement with NDI, Pod Lupom knows that partnerships should be collaborative, with the local organization defining and prioritizing issues. The coalition has developed the capacity to push back and ensure that their ideas are heard. Pod Lupom attributes its success to a longstanding and sustainable partnership with NDI. The organization has never felt neglected or less important as a local organization or a grant recipient. There is also an appreciation for NDI's commitment to transparency and ensuring partners have space to make their voices heard and be taken seriously with regard to their expertise and ability to contribute on an array of topics and issues. When asked for recommendations on how to structure a good partnership, the answer was clear: continue to engage local partners in developing and designing programs; trust partners to be able to identify problems and solutions; aim for collaboration that is long term with concrete, strategic goals; find ways for citizens to engage, which contributes to sustainability; and provide greater flexibility with funding mechanisms recognizing that some activities, such as supporting elections, can't wait for contracts to be signed.

Additional Resources

1. USAID Capacity 2.0
   Capacity 2.0, a systems approach to capacity development, is an updated understanding of how USAID and its partners can most effectively strengthen organizations.

2. 5 Cs Capacity Assessment Tool
   This reference document describes a comprehensive approach for planning, monitoring and evaluation of capacity and the results of capacity development processes.

3. Sri Lanka PEAM Inclusion Assessment Framework
   The Citizen Participation and Inclusion, Elections, Gender, Women and Democracy, and Peace, Security and Democratic Resilience teams co-created this framework to assess the barriers marginalized communities, including women, young people, persons with disabilities, ethnic and religious minorities, and LGBTI communities, would face during the national election in Sri Lanka in 2019. This assessment can be adapted for other political processes and contexts.

4. Sample Memorandums of Understanding (MoU)
   - National Democratic Institute (NDI) and Campaign Against Homophobia (KPH)
   - National Democratic Institute (NDI) and Institute of Romani Culture Albania (IRCA)

5. Fixed Amount Awards (FAAs)
   - FAA Introduction
   - NDI Policy on Fixed Amount Awards

6. Partnership Initiative - Partnership Health Check
   Monitoring the "health" of a partnership is as important as monitoring achievements. This tool includes a set of indicators for partnership "good health," with a suggested approach for a partnership review workshop.

7. Partnership Effectiveness Continuum (PEC)
   The PEC is a tool to guide reflections on partnerships using a set of concrete criteria, which prompts discussions about ways to strengthen existing partnerships and form new ones.

Resources Cited

1. Acquisition and Assistance Strategy. (2018). *U.S. Agency for International Development. Retrieved from: https://bit.ly/2YdQejw*

2. Contu, Alessia and Girei, Emanuela. (2014). NGOs management and the value of 'partnerships' for equality in international development: What's in a name? *Human Relations 67(2) 205–232. Retrieved from: https://bit.ly/2yMpJag*

3. Effective Donor Responses to the Challenge of Closing Civic Space. (2018). *International Center for Not-for-Profit Law. Retrieved from: https://bit.ly/35bywhY*

4. Miller-Dawkins, May. (2017). Understanding Activism: How International NGOs, Foundations and Others Can Provide Better Support to Social Movements. *Atlantic Council. Retrieved from: https://bit.ly/2VIUl5r*

5. Partnerships: Frameworks for Working Together. (2010). *CCF National Resource Center. Retrieved from: https://bit.ly/35bBnaM*

6. Working Together: Oxfam's Partnership Principles. (2012). *Oxfam. Retrieved from: https://bit.ly/3aPdoQ8*