



**USAID**  
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# **(SBU) POWERED BY THE PEOPLE CO-CREATION WORKSHOP**

FINAL REPORT

Bogota, Colombia  
June 5–8, 2023

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# CONTENTS

**ACRONYMS ..... 1**

**EXECUTIVE SUMMARY ..... 2**

**INTRODUCTION ..... 3**

**DAY 1..... 4**

**DAY 2..... 7**

**DAY 3..... 13**

**DAY 4..... 18**

**ANNEX A: WORKSHOP AGENDA ..... 21**

**ANNEX B: FINAL PRESENTATION FROM PARTNERSGLOBAL ..... 26**





## ACRONYMS

<b>AJWS</b>	American Jewish World Services
<b>CANVAS</b>	Center for Applied Nonviolent Action & Strategies
<b>DDI</b>	Democracy, Development, and Innovation
<b>DRG</b>	Democracy, Human Rights, and Governance Center (USAID)
<b>DRF</b>	Disability Rights Fund
<b>DRL</b>	Bureau of Democracy, Human Rights, and Labor Affairs (U.S. Dept. of State)
<b>FASOL</b>	Fondo Acción Solidaria
<b>FNC</b>	Foro Nacional por Colombia
<b>GPPAC</b>	Global Partnership for the Prevention of Armed Conflict
<b>I4C</b>	Innovation for Change
<b>IAF</b>	Inter-American Foundation
<b>ICNL</b>	International Center for Not-for-profit Law
<b>ICNC</b>	International Center on Nonviolent Conflict
<b>NGO</b>	Nongovernmental Organization
<b>MCLD</b>	Movement for Community Led Development
<b>MEL</b>	Monitoring, Evaluation, and Learning
<b>NED</b>	National Endowment for Democracy
<b>NOFO</b>	Notice of Funding Opportunity
<b>OSF</b>	Open Society Foundation
<b>PCSC</b>	Prague Civil Society Centre
<b>PG</b>	PartnersGlobal
<b>PIDR</b>	Presidential Initiative for Democratic Renewal
<b>PxP</b>	Powered by the People
<b>R4D</b>	Results for Development
<b>RFA/RFP</b>	Request for Application/Request for Proposal
<b>USAID</b>	United States Agency for International Development
<b>USG</b>	U.S. Government
<b>USIP</b>	United States Institute for Peace





## EXECUTIVE SUMMARY

In January 2023, the DRG within USAID's DDI announced a NOFO in support of PxP. The goal of PxP is to provide direct and accessible support that addresses the needs, opportunities, and challenges identified by activists and other civic actors engaged in nonviolent collective action. USAID/DDI/DRG aimed to support the PxP initiative—and engage prospective award recipients—through a competitively selected award using a three-phased procurement with co-creation. Following Phase I (concept note), USAID requested Partnerships Incubator support with the design and facilitation of a Phase 2 pre-award co-creation workshop.

The first three days of the workshop involved the apparently successful prime awardee, PG, and a diverse network of activists; local, regional, and international partners; foundations; and other experts. Each day was a blend of lightning talks—in which participants highlighted their organizations, experiences, and perspectives on PxP and its potential for supporting pro-democracy activism—and breakout sessions, where participants engaged over issues related to structuring USAID's PxP funding under PG. Each breakout session allowed participants to discuss questions and brainstorm different responses, after which participants voted for their top three responses to each question. There were also several panel discussions and a final presentation by PG, which presented its vision for PxP based on input received during the initial three days. The co-creation workshop concluded on day four with a discussion among donor organizations about what could be implemented during the first year of PxP and what should be postponed to later years. The network of participants also decided network mapping and regional convenings should begin after technical review of PG's final submission; Humanity United committed to pulling together a list of philanthropists for pre-award and post-award donor coordination.



# INTRODUCTION

In January 2023, the DRG within USAID's DDI announced a NOFO in support of PxP, a planned global, multi-donor, multi-stakeholder initiative to support activists, researchers, and citizen-led movements; foster greater collaboration; and enable diverse coalition-building to increase the efficacy and impact of peaceful collective action focused on advancing rights and pro-democratic reform. USAID/DDI/DRG aimed to support the work of activists and people-powered social movements engaged in nonviolent collective action by pursuing the following four objectives

- **Objective 1:** Foster relationships, networking, coordination, and collaboration among formal civil society organizations, grassroots organizers, activists, historically excluded communities, scholars, and donors.
- **Objective 2:** Promote practices that cultivate leadership, organizing capacity, strategic decision-making, and nonviolent discipline of activists, grassroots actors, and organizers.
- **Objective 3:** Increase flexible and accessible funding to bolster the agency and resilience of activists, grassroots actors, and organizers.
- **Objective 4:** Improve documentation, translation, and dissemination of learning, strategies, best practices, and other knowledge that activists and grassroots organizers identify as central to the success of their movements.

The NOFO used a three-phased procurement with co-creation to engage prospective award recipients through highly specific, detailed activity design discussions. Prime awardee applicants had to propose a consortium of members with diverse geographic representation and the experience and expertise to subgrant and/or support activists, grassroots organizers, and civil society organizations that are engaged in nonviolent collective action and movement-building initiatives.

Following Phase 1 (concept note), USAID requested Partnerships Incubator support with the design and facilitation of a Phase 2 pre-award co-creation workshop to bring together stakeholders to build a shared vision of what PxP could achieve. The co-creation workshop was held June 5–8, 2023, in Bogota, Colombia, with three days involving the apparently successful prime awardee, PG, and a diverse network of activists; local, regional, and international partners; foundations; and other experts. The fourth day focused on discussion among donor organizations.

This report provides a summary of the discussions held during the co-creation workshop and for use by PG with its final application (Phase 3) in the NOFO process.



## DAY I

Day I of the co-creation workshop opened with welcoming remarks from the USAID/Colombia Mission director, Anu Rajaraman, and the deputy director of LGBTI affairs in the Bogota Mayor's Office, Elizabeth Castillo. Participants then engaged in relationship- and trust-building exercises to get to know each other beyond professional affiliations and develop a group agreement, including terminology, for how they would interact during the course of the co-creation workshop and beyond. Then, PG and other activists and experts gave a series of presentations about their organizations, experiences, and perspectives on PxP and its potential for supporting pro-democracy activism. The day concluded with a group dinner.



### **Lightning Talk 1: Frontline Activists/Organizations Lucha-Afrikki, Tshisimani Centre for Activist Education, CANVAS, and Manos Visibles**

- Lucha-Afrikki spoke of the importance of bringing together activists to lead conversations and set the agenda, emphasizing that it is important for activists to feel connected to a broader community and avoid feelings of isolation.
- Tshisimani Centre for Activist Education discussed the value of gaining a deeper understanding of democracy and ensuring diverse voices are heard, especially those most affected.
- CANVAS advocated for horizontal learning and equipping individuals to move beyond superficial activism.
- Manos Visibles discussed the role PxP could play in building the capacity of individuals and communities and connecting public and private organizations.

### **Lightning Talk 2: Frontline Activists/Organizations FNC, KERI: Caring for Activists, African Coaches Network, Beautiful Trouble, and Street Law**

- FNC discussed how it became a decentralized organization in response to conditions in Colombia and emphasized the importance of ensuring activism has a tangible impact on ordinary people.
- KERI recommended steps to protect the mental health of activists. The organization explained some activists face stigmatization, including within their families, and spoke of the need to challenge regimes branding activists as enemies of the state while acknowledging some valid suspicions associated with countries with histories of colonial behavior. KERI advised USAID to support activist-led efforts to develop care and protection systems across movements and include activist well-being as indicators for monitoring and evaluation.



- African Coaches Network warned against building new organizations, advocating instead for providing resources to those already-active movements. The organization noted training is only as good as the action it enables and indicated the recent failures of nonviolent uprisings means communities may be skeptical of PxP's efforts. African Coaches Network noted PxP should have a mechanism for addressing conflict within the program and advocated for an accountability charter.



- Beautiful Trouble emphasized the importance of rapid mobilization of resources, making the case for a "Get-up, Rise-up Fund" to efficiently and routinely deploy more than \$2,000 within a two-week timeframe as well as a "Safety & Security Fund" to support activists and their families when emergency situations arise. They also discussed the utility of nonmonetary resources, such as the provision of meeting space and vehicles to activists and organizations.
- Street Law staff spoke of the importance of informing communities of the unique laws in their countries so they understand their rights and avenues for being heard. This entails moving beyond activists and ensuring a broad swathe of individuals understand their rights and the law as it applies to them. The organization also recommended PxP clearly define concepts such as nonviolence, strategic action, and people-powered.

## Presentation by PG

The team from PG gave an overview of the organization's history and approach and brought up several important points:

- The centrality of a collaborative rather than top-down approach;
- The importance of a mechanism for rapidly distributing resources (including funding) as needed;
- The role of healthy ecosystems in supporting democratic activists;
- The goal of creating regional decision-making infrastructure;
- The necessity of not placing unnecessary administrative and compliance burdens on beneficiaries; and
- The importance of developing mechanisms for accountability as well as channeling philanthropic funding.

The attendees offered constructive feedback and the following valuable insights for PG to consider:

- Where possible, it would be advantageous to pilot initiatives in existing organizations rather than create new structures.
- Some felt there was a lack of clarity regarding the number and size of grants envisioned under PxP. While acknowledging the potential for increased cost and complexity, several advocated for a grant-making process that favored a larger number of small grants rather than a smaller number of larger grants. One participant promoted Beautiful Trouble's small grants program, which maxes out at \$1,000 and is very direct and low-burden.
- Several attendees offered dissenting opinions regarding the concept of distributing funds by region, considering it potentially divisive or contentious. They advocated instead for allocating funds by "tools and methodologies."
- One suggested establishing a training fund to which activists could apply.

### **Lightning Talk 3 and Panel Discussion: “What Does the Evidence Say?” with USIP, SNF Agora Institute, and ICNC**

Participants agreed there would be value in additional research into “what works” and the critical determinants of success or failure in democracy movements, including the application of randomized control trials. ICNC spoke about the value of “organizing as a vocation,” increasing the number of people equipped to support social movements and combat the high level of attrition that typically occurs among frontline activists. The organization noted that when confronting organized authoritarian regimes, the goal must focus on building organized and sustained social movements rather than mobilizing protests. SNF Agora Institute explained the importance of moderate actors in enabling success in constrained environments. USIP pointed out that activism requires shifting the balance of power as well as engaging with opponents, coexisting, and creating compromises. The organization noted trainings can improve recipients’ attitudes toward nonviolence and encourage approaches that enable success.

Participating activists noted they have been offered a great deal of training and capacity building in the past—coining the term “over-capacity built”—and explained the importance of differentiating any future efforts for local organizations, which would otherwise be unlikely to see the value. Attendees offered the following suggestions around support.

- PxP should be cognizant of the urban/rural divide, as many “over-capacity built” organizations are urban; trainings for rural organizations may be more effective.
- PxP should solicit input from organizations and design capacity building that is responsive to their needs rather than applying predetermined solutions.
- USIP stated that if PxP encounters people who say they are thoroughly trained, it may be because PxP is not targeting trainings properly. The organization said it is seeing growing demand from activists for trainings on topics such as operating in repressive environments.
- ICNC said that if PxP operates on an evidence-based theory of change, it should avoid requiring MEL around actions and theories where the evidence is already well documented. SNF Agora Institute, however, dissented, noting that organizations should not automatically assume their theory of change is correct.
- USIP recommended PxP be proactive in determining where it should get involved.

### **Lightning Talk 4 and Panel Discussion: “What Lessons Learned Can Inform the Design of PxP?” with I4C, FASOL, PCSC, and Women’s Fund Asia**

Lightning Talk 4 explored what could be learned from past actions to inform the design of PxP.

- I4C discussed the advantages of a regional approach and emphasized the importance of local ownership, decision-making, and accountability. The organization advocated for open and unrestricted co-creation spaces and subgrants for local movements.
- FASOL emphasized the importance of developing local organizational capacity as a goal and spoke in favor of supporting local organizations in developing long-term plans and objectives.
- PCSC discussed challenges working in constrained environments and the importance of supporting independent media and investigative journalism in such contexts.
- Women’s Fund Asia noted only 7 percent of funding goes to organizations from the Global South and asked how PxP might change this.



## DAY 2

Day 2 began with opening remarks from USAID/DRG Director Rosarie Tucci. The rest of the day consisted of a series of lightning talks and breakout sessions in which participants began to engage more deeply into how USAID's PxP funding could be structured under PG. Participants then took a trip to the National University of Colombia to view a photography exhibition on the Colombian armed conflict through the lens and voice of Jesús Abad Colorado. The day concluded with a group dinner.

### **Lightning Talk 5: “Grantmaking and Resourcing Movements” with MADRE, AJWS, Comunalía, FSC Indigenous Foundation, and WINGS**

- MADRE spoke about the value of long-term relationships with activists and encouraged PxP to keep in mind the value of non-monetary support. The organization discussed its work providing relocation services and suggested PxP could deliver value by serving as a connector to other donors.
- AJWS advocated for funding ecosystem development and using a “movement mindset” while supporting activist organizations in planning, training, coalition building, and safety/security. The organization also discussed its “light touch” approach to monitoring and encouraged PxP to minimize the compliance burden for beneficiaries.
- Comunalía presented its governance model, in which a diverse set of member organizations collectively set the organization’s agenda to ensure it meets their needs. This approach provides flexibility to suit the local context while emphasizing collective impact local actions can have on the national level.
- FSC Indigenous Foundation discussed the centrality of indigenous peoples and organizations and the need to make space for their visions, traditions, and culture.
- WINGS spoke about grantmaking ecosystems, including regranteeing and “giving cultures,” and the importance of donors learning to mobilize and leverage local funds.

### **Lightning Talk 6: “Grantmaking and Resourcing Movements” (cont.) with Manushya, Tides Foundation, and DRF**

- Manushya discussed different types of support that could benefit activists, including subgrants to provide legal assistance. The organization described how it stopped taking government funds because the compliance burden was ill-suited to the circumstances facing activists, noting that individual activists do not seek to become NGOs. Manushya described how it works through trusted, unregistered NGOs to provide support for activists, including those jailed by authorities. The organization also noted that with youth overrepresented among activists, donor support could help develop consistent leadership, particularly if funding did not come with burdensome MEL and compliance requirements.



- The Tides Foundation discussed its involvement in the I4C network and conveyed lessons learned. The organization said donors working in the same space should delineate roles and responsibilities to avoid duplicating efforts or funding competing activities. Tides emphasized the need for a strong operational backbone, including deep familiarity with donor compliance, but noted that PxP should avoid unnecessary RFPs or RFAs when directing funding to local organizations.
- DRF presented its work with persons with disabilities and recommended PxP seek programming input from those communities. The organization discussed its experiences, including the dynamics of involving donors in participatory grantmaking activities. While acknowledging power imbalances, DRF noted these activities gave smaller organizations greater access to donors and allowed them to make a stronger case for support.

## Breakout Session I: Grantmaking Strategy

Participants formed groups to discuss three questions.

Question	Participant responses	Points
<b>1.</b> If PxP was to manage the fully envisioned amount of funds (\$45 million over five years), how should that money be allocated?	Develop proposal with a balance of supporting individual groups/ country activities and supporting the development/strengthening of regional structures that can be a resource for individual/country groups (i.e., regional training hubs or networks)	<b>35</b> 9 green = 27 4 yellow = 8
	Pre-allocated, dedicated pot of flexible (not necessarily emergency) funds to address unexpected needs	<b>22</b> 6 green = 18 2 yellow = 4
	Movement stages—scope that enables is key	<b>21</b> 4 green = 12 3 yellow = 6 3 red = 3
<b>2.</b> What are the best practices that should guide PxP grantmaking to ensure it is equitable and responsive to the needs, priorities, and challenges identified by frontline activists and movements?	Unrestricted/open funding goes toward core funding/flexibility	<b>30</b> 8 green = 24 3 yellow = 6
	Accessibility, language media (not just written), length of application, screen readers	<b>21</b> 4 green = 12 4 yellow = 8 1 red = 1
	No branding	<b>15</b> 1 green = 3 2 yellow = 4 8 red = 8

<sup>1</sup> During breakout sessions, participants were given the opportunity to discuss each question posed to the group and brainstorm responses. Participants were then given a set of green (worth 3 points), yellow (2 points), and red (1 point) stickers with which to vote for their top three responses to each question.

Question	Participant responses	Points
<b>3</b> How do we get (financial and in-kind) resources to activists in difficult political contexts?	Creative use of intermediaries (individuals, groups, etc.) that can safely get money and bring to the recipient; ask them to help document trust-based cash payments	<b>39</b> 9 green = 27 4 yellow = 8 4 red = 4
	Having right Tier 1 and Tier 2 grantmakers and movement organizations with experience getting cash out	<b>37</b> 11 green = 33 2 yellow = 4
	Advocacy around pushing back against financial restrictions of dollar transfers, etc.; purchasing on behalf of frontline activists (tokens and vouchers)	<b>26</b> 4 green = 12 6 yellow = 12 2 red = 2

Upon returning from the breakout sessions, the group agreed these were difficult questions to answer, with many discussions resulting in more questions than answers. Participants also agreed the amount of funding was insufficient for the purposes of the grants program and funding needs to be very carefully and strategically allocated. Although participants generally preferred to target a wide rather than deep geography, they emphasized the need for flexibility in changing circumstances and questioned how funds could be reallocated. One group suggested PxP design grants for movements at different stages of development; a minority thought most grants should be awarded early with long periods of performance to minimize the burden on organizations and activists to apply for follow-on funding. The most popular point was that funding should be balanced between supporting individual groups/activists and supporting regional structures. Participants believe PxP should create regional training hubs or networks, with funds to strengthen regional structures as well as support organizations within that region.

On Question 2, there was general agreement that the process for securing grant funding should be as open, equitable, and transparent as possible. This includes making funding opportunities available in local languages and ensuring nontraditional partners have access to funding opportunities. Participants also recommended grants to support core funding rather than focus solely on discrete activities.

On Question 3, participants discussed technological vs. low-tech solutions to getting resources to grantees. They agreed it would be helpful to identify reliable organizations with deep local networks that could act as intermediaries and provide cash from grants to organizations in restrictive environments without alerting local authorities. Overall, participants favored multiple tiers of re-granters that could direct funding to local organizations efficiently and effectively.



## Breakout Session 2: Consortium Structure and Management

Participants formed groups to discuss three questions.

Questions	Participant responses	Points
<b>1.</b> How can PxP's global consortium be structured—formally and informally—to foster networking, coordination, and collaboration among key stakeholders (e.g., formal civil society organizations, grassroots organizers, activists, historically excluded communities, scholars, and donors)?	Convening for peer learning around practical challenges on issues; co-design the governance models of the institution with the local actors before kickoff	<b>37</b> 8 green = 24 5 yellow = 10 3 red = 3
	Space for sharing knowledge and experience; in-person annual event to build relationships	<b>17</b> 7 yellow = 14 3 red = 3
	Bottom-up decision-making process	<b>15</b> 2 green = 6 4 yellow = 8 1 red = 1
<b>2.</b> How do we ensure PxP leadership is geographically distributed yet empowers and is accountable to local partners and communities?	Focus on thematic areas (beginning with understanding of movements), supported by regional experts to fully contextualize movement needs	<b>35</b> 10 green = 30 1 yellow = 2 3 red = 3
	Five-year goal; vibrant, accessible “architecture” that reflects the needs/priorities of the nonviolent movement ecosystem	<b>25</b> 7 green = 21 1 yellow = 2 2 red = 2
	PG role should be as an integrator, connector, facilitator; decision-making happens in a collective space—what does this look like/who is in this space?	<b>17</b> 1 green = 3 6 yellow = 12 2 red = 2
<b>3.</b> How should decisions regarding PxP resources and programming be guided by donors, scholars, activists, regional regranteeing organizations, and technical specialists/organizations? What role could or should a global advisory or steering committee play?	Decision-making around global evidence and research focus but not giving grants	<b>31</b> 8 green = 24 2 yellow = 4 3 red = 3
	Steering committees (regional or other) that are the decision-makers; predominantly activists; inclusion is important; accountability	<b>29</b> 7 green = 21 3 yellow = 6 2 red = 2
	Mentoring; informal feedback; sounding board; adaptive learning that involves researchers from the beginning	<b>17</b> 3 green = 9 3 yellow = 6 2 red = 2

In response to Question 1, participants did not propose concrete structures, but advocated for peer-to-peer learning platforms to allow for knowledge sharing. Participants also felt governance structures should have a mechanism for bringing in local voices.

For Question 2, the majority agreed grantmaking should focus on thematic areas, with regional structures providing context-specific support and expertise to the individuals, organizations, and ecosystems receiving support.



For Question 3, there was some confusion regarding the explicit role of a regional steering committee; however, there was a general consensus it should be inclusive, diverse, and have access to decision-makers. One popular proposal was that a steering committee should ensure all stakeholders in the region have a shared understanding of the problems the regional structure is addressing and what solutions are being implemented.

### **Lightning Talk 7 and Panel Discussion: “How Should PxP Be Evaluated, What Do We Want to Learn, and How Do We Tell This Story?” with Pact, MCLD, R4D, and Rising Voices (Global Voices)**

- Pact recommended designing activity-level indicators that could be rolled into a project-level MEL framework. The organization acknowledged this creates a question about whose interpretation of events is utilized when dealing with qualitative metrics.
- MCLD spoke further about the need to decolonize MEL, emphasizing sources beyond written accounts and learning as the premier goal of MEL activities.
- R4D advocated for long-term planning in place of the current two- and five-year project time horizon. The organization recommended MEL be designed primarily to benefit the activists/organizations working in the field to ensure MEL efforts did not take away from their primary mission.
- Rising Voices advocated for a community-based, bottom-up approach to MEL, with activists and their communities playing a central role in developing the MEL approach. The organization suggested PxP create spaces for peer-to-peer learning and exchange and facilitate the organic growth of connections and collaboration. Rising Voices also suggested several activities related to reporting and storytelling, including collaborative social media campaigns and unconventional formats for different audiences, such as podcasting.

Following presentations by Pact, MCLD, R4D, and Rising Voices, the group held a broader discussion during which the following points were raised.

- It is important for PxP to understand how storytelling can be used for learning as well as promotion, and the initiative should ensure its storytelling addresses the correct objective(s).
- Activists' definition of success may differ from that of PG and USAID—and everyone's understanding of success should align during any external evaluation.
- There is a tension between decolonizing development and existing MEL practices. MCLD reported there have been successful models for indigenous and decolonized use of MEL that focus on participatory formats. Pact suggested PxP be “opportunistic” and find places and groups that want to work in ways that are sufficiently systematic and structured to meet the requirements of a more policy-centered audience.

## Breakout Session 3: Learning and Storytelling

Participants formed groups to discuss one of three questions.

Question	Participant responses	Points
1. How can PxP design processes that avoid burdensome and extractive MEL practices and mitigate power dynamics?	Address audiences on these points. <ul style="list-style-type: none"> <li>Frontline activists: What do you want to change?</li> <li>PG/USAID: How define success?</li> <li>Funders/European Union: What do you care about/want the money to go toward?</li> </ul>	N/A
	Collectively define success; co-create local learning agenda	N/A
	Minimize asks	N/A
2. How do we support documentation, translation, and dissemination of learning, strategies, best practices, and other knowledge that activists and grassroots organizers identify as critical to the success of their movements?	Service bureau for media, strategy, tech services that activist groups can use; mental health, translation, and many more; horizontal learning; community-led/served and match-making strengths. Relevant models are the Open Technology Fund “Labs”: U.S. ability, accessibility, engineering, localization	<b>27</b> 7 green = 21 2 yellow = 4 2 red = 2
	Create region- and/or community-specific outreach to build awareness through targeted communication	<b>10</b> 3 green = 9 1 red = 1
	Support for translation, dissemination, communications tools/ collaboration, multimedia training	<b>9</b> 1 green = 3 2 yellow = 4 2 red = 2
3. What is the best way to monitor, evaluate, and learn (MEL) from PxP processes and initiatives?	Principles: co-creation, transparency, leverage existing processes	<b>16</b> 4 green = 12 2 yellow = 4
	Know the users and prioritize accordingly	<b>7</b> 3 yellow = 6 1 red = 1
	Co-creation of the MEL approach with beneficiaries, especially in defining success	<b>5</b> 1 yellow = 2 3 red = 3

For the first question, participants agreed that PxP’s MEL processes should be co-created with program stakeholders. Decisions regarding MEL processes should be guided by an approach that values the time and bandwidth of frontline organizations.

A woman with dark hair, wearing a patterned top and a necklace, is smiling and looking upwards. She is holding a blue and white megaphone. In the background, other people are visible, some holding signs, suggesting a protest or public gathering.

## DAY 3

### **Lightning Talk 8: “Protecting Activists and Mitigating Risk” with Guardian Project, ICNL, GPPAC, Videre Online, Civicus, and Saferworld**

- The Guardian Project talked about its work developing technology to support activist movements. The organization recommended tools such as temporary encrypted chat rooms to provide communication channels for activists in constrained environments.
- ICNL discussed the legal challenges facing activists around the world and reviewed the ways it could support PxP, including navigating legal restrictions, countering restrictive laws, connecting activists and organizations with appropriate legal aid, and helping PxP overcome legal obstacles to grantmaking and other threats, including intimidation and retaliation.
- GPPAC discussed how investment in conflict prevention is underappreciated, leading to longer-term costs after conflict breaks out. The organization acknowledged the difficulty in fostering complete local leadership and advocated for looser restrictions to help donors work directly with frontline activists and organizations.
- Videre Online presented its work helping activists document human rights abuses and discussed the challenge of building donor awareness while maintaining a low profile to protect the people with whom it works. The organization made the case for flexibility in subgrant structures and offered its services managing activist networks, working with sensitive materials, and supporting efforts to ensure the safety and security of activists.
- Civicus recommended PxP take a prevention focus, noting that 96 percent of the world’s population live in counties where the political environment is rated “closed,” “repressed,” “obstructed,” or “narrowed.”
- Saferworld discussed the importance of creating structures designed to empower local leadership and networks and encouraged PxP to proactively consider and anticipate reactions from authoritarian political institutions.



## Breakout Session 4: How Should PxP Understand and Mitigate Risk?

Participants formed groups to discuss three questions.

Question	Participant responses	Points
<b>1.</b> What are the different types of risk facing activists, movement leaders, and their support systems that PxP should recognize and protect against?	Trauma/mental health and lack of resources; this also leads to burnout, apathy, and disillusionment	<b>22</b> 2 green = 6 6 yellow = 12 4 red = 4
	Risks from within social movements: ultra-movement infighting, ostracizing, paranoia, provocation, infiltration, agents provocateurs	<b>19</b> 1 green = 3 6 yellow = 12 4 red = 4
	Delegitimization of the agency/power of movements, allies, and activists	<b>17</b> 5 green = 15 1 yellow = 2
<b>2.</b> Where are the biggest needs or opportunities with respect to online and offline threats to activists and social movements that PxP could provide resources for?	Work to keep activists in communities—provide “care packages” of phone, money for transport, contact numbers	<b>29</b> 7 green = 21 3 yellow = 6 2 red = 2
	Education on digital hygiene for activists and partners	<b>25</b> 6 green = 18 2 yellow = 4 3 red = 3
	Create a rapid-response mechanism for urgent needs through peer-led networks of support	<b>20</b> 2 green = 6 5 yellow = 10 4 red = 4
<b>3.</b> What are the biggest risks to PxP (including reputational risks) and how should the final awardee mitigate those risks?	Local branding—follow partner lead	<b>29</b> 9 green = 27 1 yellow = 2
	Different branding strategies at different tiers; use the different tiers as buffers/risk mitigation	<b>20</b> 1 green = 3 8 yellow = 16 1 red = 1
	Consider no branding at country and local levels (no branding does not mean no identity)	<b>18</b> 4 green = 12 3 yellow = 6

On the first question, participants raised issues such as risk to family members and challenges related to trauma and mental health. One of the breakout groups raised a different point, saying that an inflow of funding to a movement may have negative repercussions on an organization’s internal cohesion and the motives of individuals within that movement. The group agreed that there was no immediate solution to this, but suggested PxP study the issue to proactively guard against any challenges within this vein.

On the question of needs and opportunities for security, participants offered several thoughts. One group pointed out that operating in the face of threats carries a psychological cost, which PxP could ameliorate by providing care packages—such as a phone or cash to help them get settled and remain active—to activists who need to suddenly relocate. Another group suggested PxP provide contingency plans for physical, digital, organizational, and information security as it pertains to stakeholders. The third group suggested PxP practice and support good digital hygiene for all stakeholders, not just frontline activists.

On the question of risks to PxP, participants shared concerns that different priorities across the USG could influence the program and undermine its reputation. Examples include USAID Missions, which might worry PxP's work could interfere with their relationships with host governments; or how support for dissidents may run counter to USG foreign policy in strategically important countries, undermining PxP's credibility. One of the groups argued PxP should not become influenced by higher-level USG policy. Other recommendations included securing clear buy-in from the local USAID Mission before moving ahead on any activity and using funds from donors to support programs the USG isn't able to easily fund itself.

### **Panel Discussion: “Donor Coordination and Support” with Humanity United, OSF, DRL, NED, and IAF**

- DRL described how it is able to maintain a lower profile and achieve more flexibility while distributing funds.
- IAF explained how it uses a grassroots approach to empower communities in Latin America.
- NED talked about how it is able to provide funding to support activists and journalists in addition to organizations.
- Humanity United discussed its efforts with activists to develop peace processes and political transitions as well as evaluate the effectiveness of various movements and campaigns. The organization also shared the importance of tracing the elements supporting violence and holding the beneficiaries accountable, both in the countries affected as well as individuals in the United States and European Union.
- DRL suggested funding individual organizations is less effective than funding an ecosystem, but acknowledged it does not yet have a strategy for practicing this principle.
- Humanity United described ways in which donors can provide support to movements, including funding “decade-length thinking” and providing access to decision-making spaces such as the United Nations. Other types of support brought up by participants included physical security and relocation, relaying messages and requests to influential individuals, and supporting learning and exchange.
- DRL suggested PxP help organizations learn best practices for interfacing with donors to facilitate increased access to resources. The Prague Center noted the paramount importance of adapting donor processes to allow for rapid disbursement of funds, adding that some movements seek donor funding only to find the opportunity to use those funds most effectively has passed long before the money becomes available.
- Humanity United suggested PxP provide an opportunity for translation between different sectors, such as the humanitarian sector and security spaces. Civicus suggested donors are uniquely positioned to bring diplomatic support and provide some coverage for activists, especially those opposing influential forces such as extractive industries.
- OSF reported that donors see support for grassroots movements as crucial to countering “democratic recession.” As partners to grassroots movements, donors offer value through financial support, convening power, technical assistance, amplification of messages, and risk management. To that end, PxP can serve as a coordinator by facilitating cross-collaboration, sharing best practices, mobilizing funds rapidly, and leveraging diplomatic support. Donors should practice flexibility, rapid action, and engage in social audits to ensure accountable and responsible support for movements.

## Breakout 5: Donor Support for PxP

Participants formed groups to discuss two questions.

Question	Participant responses	Points
<b>1.</b> How can governmental and nongovernmental donors best support PxP? What should government donors not support?	Increasing the funding pool by bringing in new donors. Crowd in additional funding, outreach to tech donors/new money tech.	<b>24</b> 7 green = 21 1 yellow = 2 1 red = 1
	What is the scope of this project? We need prioritization criteria. Is the issue/campaign/movement a human rights issue? Are institutional or electoral means available to fix this? Are they working or are they even a consideration? What is practical impact/effect? Ripples, dominoes, etc.? Numbers affected?	<b>21</b> 5 green = 15 2 yellow = 4 2 red = 2
	Pooled fund; maximize resources; with PxP (through PG) to manage resources/align, reporting, etc.	<b>19</b> 5 green = 15 2 yellow = 4
<b>2.</b> How should the PxP consortium coordinate with other donors to pool resources, share knowledge, and advocate for increased support for the ecosystem of collective action?	Align donor expectations (reporting, relationships, documents, norms) through and outside of PxP.	<b>28</b> 6 green = 18 4 yellow = 8 2 red = 2
	PxP consortium must identify shared goals, interests, roles with other donors to catalyze action.	<b>21</b> 6 green = 18 1 yellow = 2 1 red = 1
	Periodic donor roundtable with consortium: <ul style="list-style-type: none"> <li>• Strategic and regional</li> <li>• Continuous identification of gaps</li> </ul>	<b>16</b> 5 green = 15 1 red = 1

The conversations that grew out of these discussions did not directly answer the questions above, but there was a general consensus that PxP's budget is insufficient for the task. Participants believe donors can best support PxP by crowding in additional resources, particularly in funds that are not restricted to specific fiscal years or regions. This "slush fund" would be useful for rapidly responding to emergencies. However, several participants warned that crowding in donors could create competing incentives, and it would therefore be important to establish a single decision-maker (or decision-making body) to control who received funding. The group noted this would require clear alignment on processes, goals, and funding criteria among the consortium.

## Presentation and Feedback Session: "What Does Year 1 of PxP Look Like?" by PG

- PG presented its vision for PxP, including the following points.
- PxP is intended to put activists at the center, building on existing structures to protect those currently under threat, catalyze organizing efforts, and expand broader networks and constituencies.
- PG sees PxP as consisting of four interlocking components:
  - » Coordinated (existing) networks;
  - » Mechanism for the dissemination of technical resources and expertise;



- » Expansive, responsive, low-burden grantmaking; and
- » Participatory knowledge management and curation of evidence and best practices.
- PG supports regional governance structures—composed of six regional steering committees and a global advisory board—to facilitate bottom-up decision-making.
  - » This structure would enable lateral relationships between regional committees, rather than running all relationships through the global advisory board.

Following PG's presentation, participants engaged in a broader discussion.

- Participants noted that to be truly collaborative and open, they need to be aware of those not currently in the room, including organizations outside attendees' networks. PG should ensure a pathway for involvement by organizations not associated with PxP stakeholders to meet inclusivity goals.
- Participants still see tension between achieving breadth and depth and there remain detractors to the regional approach to managing PxP.
- Participants felt it important to think about who would lead the steering committees. DRG reiterated that grantmaking should be decided on a regional rather than global level and the steering committees should be "as local as possible." The organization added: "We are trying to preserve the fact that these discussions need to happen on the ground."



## DAY 4

### Donor Reflections with PG

- Humanity United wants PxP to gather organizations that do not typically work together. The organization noted there is risk in supporting only movements and suggested PxP's greater vision could be better defined. PxP stakeholders need a shared understanding of what actions are proactive vs. reactive and the circumstances under which either would be utilized.
- DRL emphasized PxP should remove the onus on civil society and small organizations to pursue and report on funding, which will require donor consensus on looser reporting requirements. The organization reiterated that PxP should use, incubate, and bolster existing structures rather than develop new ones.
- DRG advocated for ICNC's "Ask and Listen" approach to the extent possible.
- DRG referred to PxP's intent to significantly increase the number of donors involved during the first year. The organization recommended PxP break down the phases of movement building to define clear roles for donors to optimize contributions as they get involved. DRG advised PxP to standardize stakeholder expectations and avoid future revisions in an effort to access additional resources. The organization said PxP must push back against the "We cannot" mentality.
- IAF endorsed the position of funding existing structures rather than "reinventing the wheel." The organization cautioned PxP to consider short-term needs as it focuses on long-term goals and said community support initiatives can increase community backing of activists, providing them with better protection.
- DRG advocated for a bottom-up approach to funding but warned PxP must expect to get some things wrong and establish processes for identifying and correcting mistakes. The organization reiterated that a minimum of 50 percent of funds should go to local participants. DRL said setting expectations is of paramount importance and that Year 1 funding may be greater than funding in the following years.
- SIDA spoke about its ability to develop close partnerships with local organizations while acknowledging it is not optimally positioned to accomplish short-term goals. The organization recommended PxP connect with the Swedish organizations Diakonia, the Swedish Institute for Peace Research, and the International Institute for Democracy and Electoral Assistance. SIDA warned many activists are leaving movements, oftentimes going into exile, and that PxP must empower exiles to keep them safe and help them succeed to avoid losing their talent.
- NED confirmed activists being driven into exile is an issue, but warned PxP's mission was in danger of becoming too complicated relative to the amount of money available. The organization recommended funds to organizations should be frontloaded in the project timeline, saying movements are cash strapped and need the assistance.

- USIP offered to use its grantmaking and convening capacity to support PxP and spoke about its Gandhi-King Academy program for training frontline activists. The organization advised PxP to consider tools beyond funding and noted it can offer digital trainings that do not require significant funds. USIP cautioned that nonviolence has become less effective in recent years, and the way activists talk about networks and network building can be superficial at times; the organization suggested PxP think more about which people to bring together, what types of networks to build, and what goals they are designed to achieve.
- PG suggested—and USAID endorsed—it create a network/grantee mapping exercise for existing networks, grantees, spaces, and venues during the refinement stage of the award. The Agency suggested a Washington, DC-based working group regularly (e.g., quarterly) ping essential stakeholders about key upcoming events/convenings.
- USAID warned it at times has trouble targeting organizations below the municipal level, but expressed optimism that donor partnerships could bridge gaps in individual donors' capabilities. The Agency explained clearly showing the value of belonging to any new network is important to counter skepticism among organizations. USAID pointed to Colombia as a location where a rapid response fund has worked well. The Agency concluded that, with limited funding, PxP will be most effective as an amplifier for existing organizations, networks, and movements.
- One participant noted there are lots of global emergency assistance organizations, and the world does not need more. Rather, local organizations need hyper-local funds to serve as a bridge to international organizations.
- A discussion on red lines revealed:
  - » No clear sustainability plan or vision;
  - » Focus on reactive capacity building to the exclusion of proactive capacity building;
  - » More than 20 percent of funding goes to Washington, DC-based organizations;
  - » No focus on building trust or starting local;
  - » Administrative pressures will result in harm to locals;
  - » Perceived political goals;
  - » No clear links to grassroots;
  - » Focus on individuals as opposed to organized groups;
  - » Narrow definition of activists and social movements;
  - » No mechanism to expand activities to include new/unidentified actors;
  - » Funding individuals rather than organizations (or funding organizations on the strength of an individual rather than the strength of the organization); and
  - » Creation of competition and fragmentation among social actors and movements.

## Next Steps

- USG staff suggested network mapping and regional convening begin after technical review with funding from Humanity United.
- Humanity United committed to pulling together a list of philanthropists for pre-award and post-award donor coordination. PG will share its existing list and draft principle and guiding frameworks around donor coordination, cognizant that “donors” may include organizations providing resources other than funds. It will ensure clarity on donor processes, including onboarding to PxP and reporting requirements.
- DRL noted it is important to define what can and cannot be done with funding. Co-financing with shared operational parameters should be an option for donors unable to go through USG funding.
- PG requested each organization (other than USAID) share job descriptions and staffing recommendations.
- It will be important to determine what can be implemented in the first year and what should be postponed to later years.





# ANNEX A: WORKSHOP AGENDA

## DAY 1 – MONDAY, JUNE 5

Session	Time	Additional Information
Welcome and Introduction	09:00–09:15	USAID/DRG will welcome participants; introduce objectives of co-creation workshop and overall journey of PxP. Incubator will provide housekeeping details.
Opening remarks from Anu Rajaraman (USAID/Colombia Mission Director)	09:15–09:25	
Opening remarks from Elizabeth Castillo (Bogota Mayor's Office)	09:25–09:45	
ICEBREAKER: Trust Building	09:45–10:30	Introductions and Trust Building
<b>LIGHTNING TALK: Partner Lightning Talks from Frontline Activists/Organizations</b> Lucha/Afrikkii, Tshisimani Centre for Activist Education, CANVAS, and Manos Visibles	10:30–11:15	Partners will have 10 minutes (each) to discuss: a) Info about organization (one slide max); b) How PxP can support organization's work (and vice versa); c) Priorities PxP should focus on; and d) Potential challenges PxP should be prepared for.
<b>COFFEE BREAK</b>	<b>11:15–11:30</b>	
<b>LIGHTNING TALK: Partner Lightning Talks from Frontline Activists/Organizations</b> Foro Nacional Por Colombia, Naro Alonzo, African Coaches Network, Beautiful Trouble, and Street Law	11:30–12:30	Partners will have 10 minutes (each) to discuss: a) Info about organization (one slide max); b) How PxP can support organization's work (and vice versa); c) Priorities PxP should focus on; and d) Potential challenges PxP should be prepared for.
<b>LUNCH</b>	<b>12:30–13:30</b>	
ICEBREAKER: Small Group Relationship Building	13:30–14:00	Semi-structured time for participants to develop relationships between each other and their respective organizations
PRESENTATION: PartnersGlobal	14:00–14:30	PG will present information about the organization, the questions it has for attendees, and what its objectives are for the co-creation workshop.

Session	Time	Additional Information
<b>LIGHTNING TALK + PANEL DISCUSSION: “What Does the Evidence Say?”</b> Presentations followed by a moderated discussion with USIP, SNF Agora Institute, and ICNC	14:30–15:30	Partners will have 10 minutes (each) to discuss: a) What does the evidence say about practices that cultivate leadership, organizing capacity, strategic decision-making, and nonviolent discipline of activists, grassroots actors, and organizers? b) What types of external support and from which types of donors is most helpful, at which points in a movement's lifecycle?
<b>COFFEE BREAK</b>		
<b>LIGHTNING TALK + PANEL DISCUSSION: “What Lessons Learned Can Inform the Design of PxP?”</b> Presentations followed by a moderated discussion with Innovation for Change, FASOL, Prague Center, and Women's Fund Asia	15:30–16:00	Partners will have 10 minutes (each) to discuss: a) Info about organization (one slide max); b) What lessons learned you can share regarding strengthening and expanding upon existing platforms and networks of support for nonviolent collective action, elevating locally led approaches, and promoting inclusive decision-making; c) How your initiative can complement/support PxP; and d) How PxP can complement/support your initiative/other similar initiatives.
Q&A/Closing Remarks - Day I	17:15–17:30	
Welcome Dinner at Four Seasons Casa Medina	18:30–20:00	Dinner at hotel restaurant

## DAY 2 – TUESDAY, JUNE 6

Session	Time	Additional Information
Welcome from Rosarie Tucci (USAID/ DRG Director)	09:00–09:15	
<b>LIGHTNING TALK: “Grantmaking and Resourcing Movements”</b> Madre, AJWS, Communalia, FSC Indigenous Foundation, and WINGS	09:15–10:15	Partners will have 10 minutes (each) to discuss: a) Info about your organization (one slide max); b) How your work can inform PxP; c) How PxP can complement/support your work; and d) What are 3-5 key recommendations that PxP should consider in the initiative's grantmaking and resourcing strategy?
<b>COFFEE BREAK</b>		
<b>LIGHTNING TALK: “Grantmaking and Resourcing Movements” (continued)</b> Manushya, Tides, and Disability Rights Fund	10:15–10:30	Partners will have 10 minutes (each) to discuss: a) Info about your organization (one slide max); b) How your work can inform PxP; c) How PxP can complement/support your work; and d) What are 3-5 key recommendations that PxP should consider in the initiative's grantmaking and resourcing strategy?

Session	Time	Additional Information
<b>BREAKOUT: Grantmaking Strategy (50 minutes)</b>  <b>Report Back (25 minutes)</b>	11:00–12:15	<p>Participants will break out into 3 groups and answer the following THREE questions.</p> <ol style="list-style-type: none"> <li>1) If PxP was to manage the fully envisioned amount of funds (\$45M over five years), how should that money be allocated?</li> <li>2) What are the best practices that should guide PxP grantmaking to ensure it is equitable and responsive to the needs, priorities, and challenges identified by frontline activists and movements?</li> <li>3) How do we get (financial and in-kind) resources to activists in difficult political contexts?</li> </ol>
<b>LUNCH</b>		
<b>BREAKOUT: Consortium Structure and Management (50 minutes)</b>  <b>Report Back (25 minutes)</b>	12:15–13:15	<p>Building on the grantmaking strategy breakout, participants will break out again into 3 groups and answer the following THREE questions.</p> <ol style="list-style-type: none"> <li>1) How can PxP's global consortium be structured—formally and informally—to foster networking, coordination, and collaboration among key stakeholders (e.g., formal civil society organizations, grassroots organizers, activists, historically excluded communities, scholars, and donors)?</li> <li>2) How do we ensure PxP leadership is geographically distributed yet empowers and is accountable to local partners and communities?</li> <li>3) How should decisions regarding PxP resources and programming be guided by donors, scholars, activists, regional regrating organizations, and technical specialists/organizations? What role could or should a global advisory or steering committee play?</li> </ol>
<b>LIGHTNING TALK + PANEL: “How Should PxP Be Evaluated, What Do We Want to Learn, and How Do We Tell This Story?”</b>  Pact, MCLD, R4D, and Rising Voices (Global Voices)	14:30–15:45	<p>Partners will have 10 minutes (each) to discuss:</p> <ol style="list-style-type: none"> <li>a) What should we aim to learn from PxP and other previous initiatives?</li> <li>b) What are the potential tensions/challenges in evaluating PxP?</li> <li>c) How should PxP incorporate locally led methods for evaluation?</li> <li>d) What does success look like/who determines success?</li> <li>e) Recommendations for the approach to MEL for PxP</li> </ol>
<b>BREAKOUT: Learning and Storytelling (50 minutes)</b>  <b>Report Back (25 minutes)</b>	15:45–17:00	<p>Participants will break out into 3 groups and answer ONE of the following questions.</p> <ol style="list-style-type: none"> <li>1) What are the best ways to monitor, evaluate, and learn from PxP processes/approaches?</li> <li>2) How can PxP design processes that avoid burdensome and extractive MEL practices and mitigate power dynamics?</li> <li>3) How do we support documentation, translation, and dissemination of learning, strategies, best practices, and other knowledge that activists and grassroots organizers identify as critical to the success of their movements?</li> </ol>



Session	Time	Additional Information
Museum Visit and Dinner Meet in the Casa Medina lobby at 5:15 p.m.—buses leave promptly at 5:25 p.m.	18:00–21:00	Bus to the National University of Colombia to view a photography exhibition on the Colombian armed conflict through the lens and voice of Jesús Abad Colorado; dinner to follow at Prudencia (near Plaza Bolívar)

## DAY 3 – WEDNESDAY, JUNE 7

Name of Session	Time	Additional Information
Recap Day 1, Day 2 Objective, Q&A, Wellness Check	09:00–09:15	
<b>LIGHTNING TALK: “Protecting Activists and Mitigating Risk”</b>  Guardian Project, ICNL, GPPAC, Videre Online, Civicus, and Saferworld	09:15–10:30	Partners will have 10 minutes (each) to discuss: a) Info about their organization (one slide max); b) How their work can inform PxP; c) How PxP can complement/support your work; and d) What are 3-5 priorities that PxP should address with respect to protecting activists and preparing for and mitigating risk?
<b>BREAKOUT: “How Should PxP Understand and Mitigate Risk?” (Includes the identity of PxP, resiliency, etc.)</b>	10:30–11:15	Participants will break into 3 groups and answer the following THREE questions.  1) What are the different types of risk facing activists, movement leaders, and their support systems that PxP should recognize and protect against?  2) Where are the biggest needs or opportunities with respect to online and offline threats to activists and social movements that PxP could provide resources for?  3) What are the biggest risks to PxP (including its reputational risks) and how should the final awardee seek to mitigate those risks?
<b>COFFEE BREAK</b>	<b>11:15–11:30</b>	
<b>REPORT BACK</b>	<b>11:30–12:00</b>	
<b>LIGHTNING TALK + PANEL: “Donor Coordination and Support”</b>  Humanity United, OSF, DRL (State), NED, IAF	12:00–12:45	PxP values coordination between donors to amplify the impact and spread the core “people-powered” approach to supporting the ecosystem of nonviolent collective action. Critically, there are efforts and interventions external actors can provide that government donors cannot.  Therefore, this session will examine: <ul style="list-style-type: none"><li>• Why are donors interested in supporting ecosystems that enable collective action, or more specifically, movements?</li><li>• What kind of support can donors offer PXP partners?</li><li>• How can PxP be a vehicle for increased coordination among donors and partners for PxP?</li></ul>
<b>LUNCH</b>	<b>12:45–13:45</b>	

Name of Session	Time	Additional Information
<b>BREAKOUT: Donor Support for PxP (50 minutes)</b>  <b>Report Back (25 minutes)</b>	13:45–15:00	Participants will break into 3 groups and answer the following TWO questions.  1) How can governmental and nongovernmental donors best support PxP? What should government donors not support?  2) How should the PxP consortium coordinate with other donors pooling resources, sharing knowledge, and advocating for increased support for the ecosystem of collective action?
<b>COFFEE BREAK</b>		
<b>PRESENTATION: PartnersGlobal: “What Does Year 1 of PxP Look Like?”</b>	15:30–17:00	PartnersGlobal will present on (30 minutes):  a) Based on what PG has heard, what should PxP prioritize in Year 1 (specific activities);  b) What does success look like in Year 1 to help lay the foundation for future years; and  c) Next steps.  Dialogue (60 minutes): Questions & Feedback
Q&A/Closing Remarks - Day 3	17:00–17:15	
Dinner - Participants have a free evening to go to dinner	17:30	Participants have a free evening to go to dinner

## DAY 4 – THURSDAY, JUNE 8

Name of Session	Time	Additional Information
<b>Donor Reflections with PartnersGlobal</b>	9:30–12:30	1. Where do you see synergies between the PxP objectives and your own strategies and goals?  2. What are the risks or challenges that could shape a partnership between your organization and this initiative?  3. We know that increased donor coordination helps build enabling environments for HRDs, democrats, peacebuilders to collectively respond to systemic challenges. How could donors, including us, work together to help enable these groups to achieve their own goals?  4. What kinds of donor coordination mechanisms have you been involved in? What has worked, what has not? What should PXP consider?  5. How can the donor coordination mechanism ensure that it is being guided by frontline, local movement leaders and activist ecosystem organizations in its decision-making, funding, programmatic interventions, etc.? To what extent should PxP facilitate this?
<b>LUNCH</b>		
<b>Next Steps</b>		Space for final recommendations and next steps the apparently successful prime can take forward as a part of the PxP Award.



## ANNEX B: FINAL PRESENTATION FROM PARTNERSGLOBAL



## PxP Should...



## What have we heard?

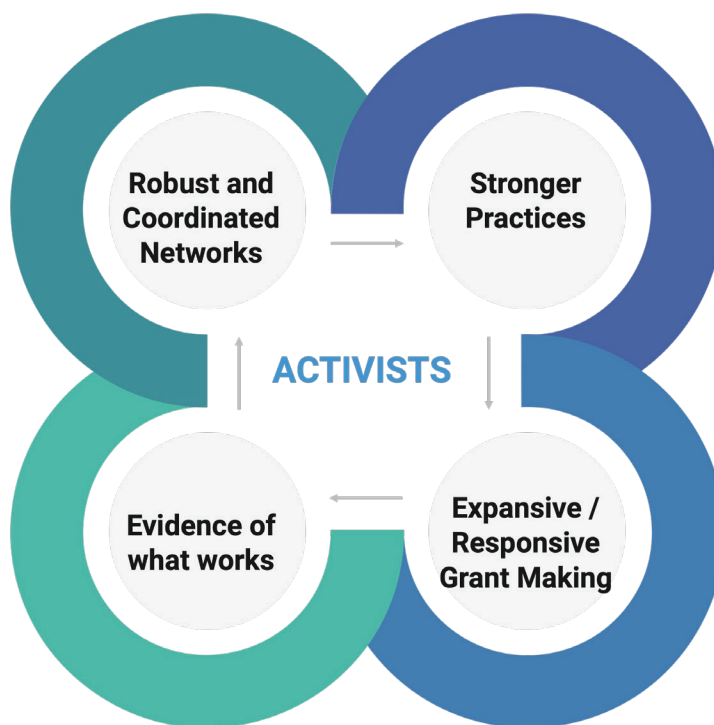
- Vision / North Star / Measure of Success ☐ Let's make it explicit!
- **PartnersGlobal's** Role
- Roles of partners of this initiatives: WWWWH
- Governance structure for PxP
  - Regional vs Theme (for grants and governance)
  - Depth vs Breadth



## Vision

By 2028, PxP will...

SUSTAIN  
CATALYZ  
E  
PROTECT  
EXPAND

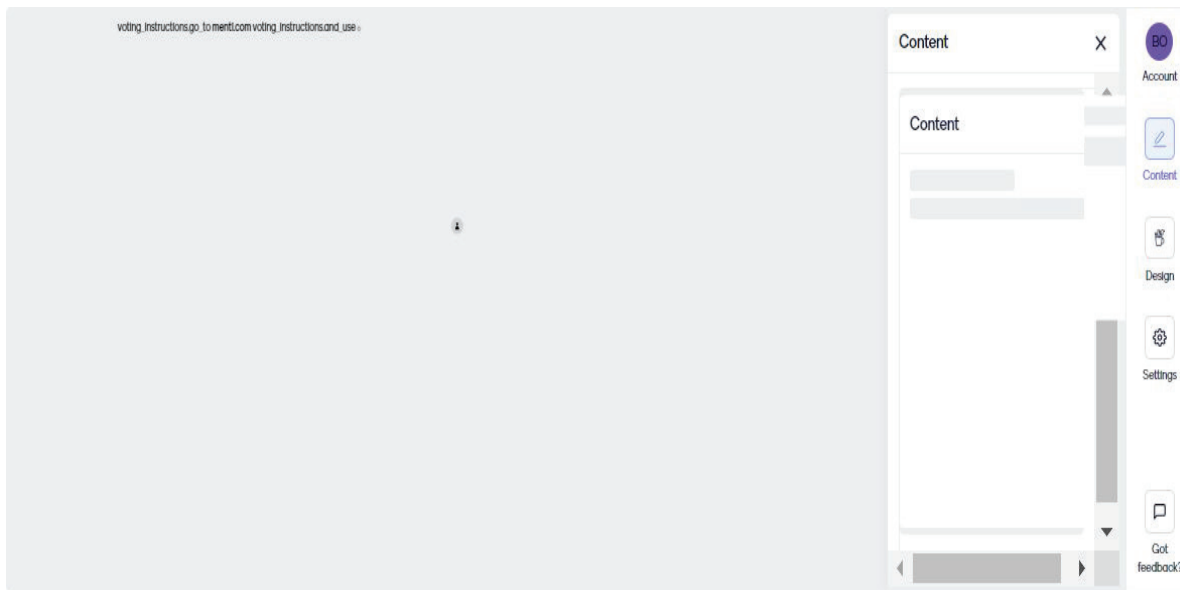


## Your Role(s)

We envision that there is a role (or many different roles) for everyone to play, **both formal and informal, short term or long term.**

These **roles might also change with** time, as we all identify other stakeholders beyond our networks that could become partners to PxP.





## PartnersGlobal Role within PxP

We have served and, with this program and others, will continue to serve from behind the scenes as **connectors, facilitators, and integrators** of the different ecosystems and architectures that can support **social actors** looking to effect positive, rights-based social change.

Our role will be to ensure that **existing architectures that provide comprehensive support** to nonviolent activists, social movements, and other modes of social articulation / organizing **are in place, accessible, known, and used**.

We will do this by **leveraging, connecting, partnering with, and joining forces** with what already exists and is working. We will also **identify gaps and challenges and collaboratively work to fill and overcome them**.



# GOVERNANCE, GOVERNANCE, GOVERNANCE



## Regional Circles

What we have heard.

- **Bottom-up decision-making** is essential to PxP. Ensure decision-making is **intersectional and feminist and does not reinforce existing power dynamics**.
- **Don't duplicate existing networks and eco-systems** AND ensure **fair selection of participating decisionmakers/build new connections** that might not yet exist.
- Use **transparent and participatory processes** to identify and select participants. Rotating model.
- **Ensure participation is not overly burdensome for local actors**. Provide a stipend for participation.

# Global Advisory Board

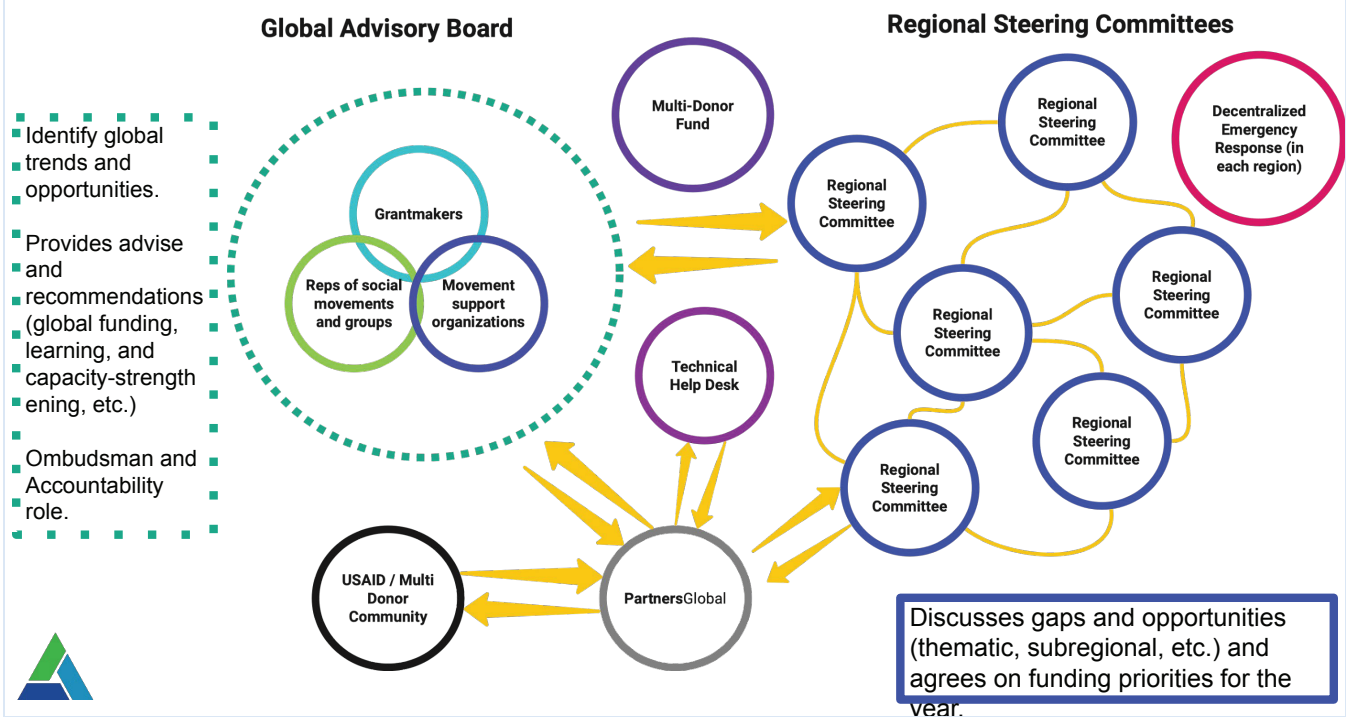
## What we have heard.

Made up of transparently selected regional and global representatives. Rotating model.

Accountability.

Ombudsman function.

Identify and elevate global trends.

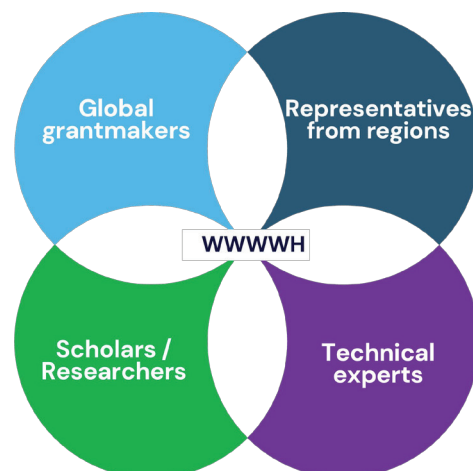




## Regional Steering Committee Local & Regional Grants



## Global Advisory Board Global Grants



**Categories:** Continuity/expansion, Thematic, Rapid Response, Emergency Response, Learning and Applied Research, Networking/Coalition Building

## Small Group Work

Bridget, Luis, and Roselie will each be in one breakout room. Please go back to your first symbol to determine your room.

The PG team will facilitate an open, 30-minute conversation to provide feedback on the revised structure. Flip charts and markers will be available so we can draw together.

We will then report-back in plenary for 30 minutes.



# PxP Year 1 Phased Startup and Co-Creation

**Continuity Grants** (Months 1-3)

**Local and Regional Consultations** (Months 3-12)

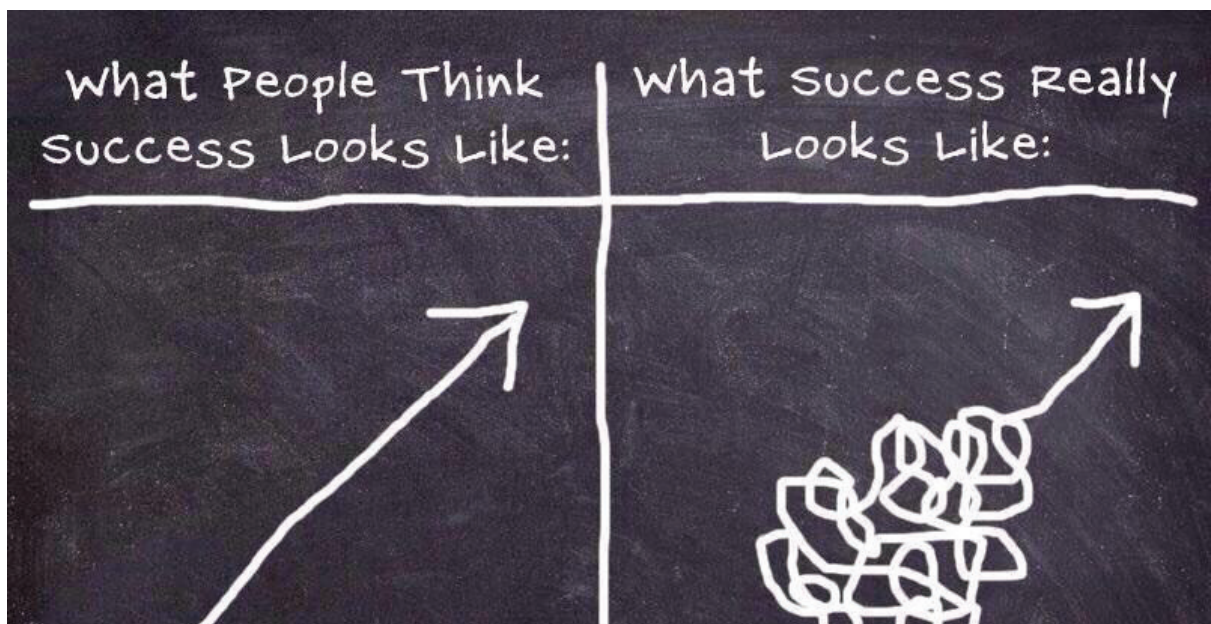
**Year 1 Global Networking Event** (Month 12)

## Next Steps

**PartnersGlobal** will prepare a final proposal to be submitted to USAID in mid-July .

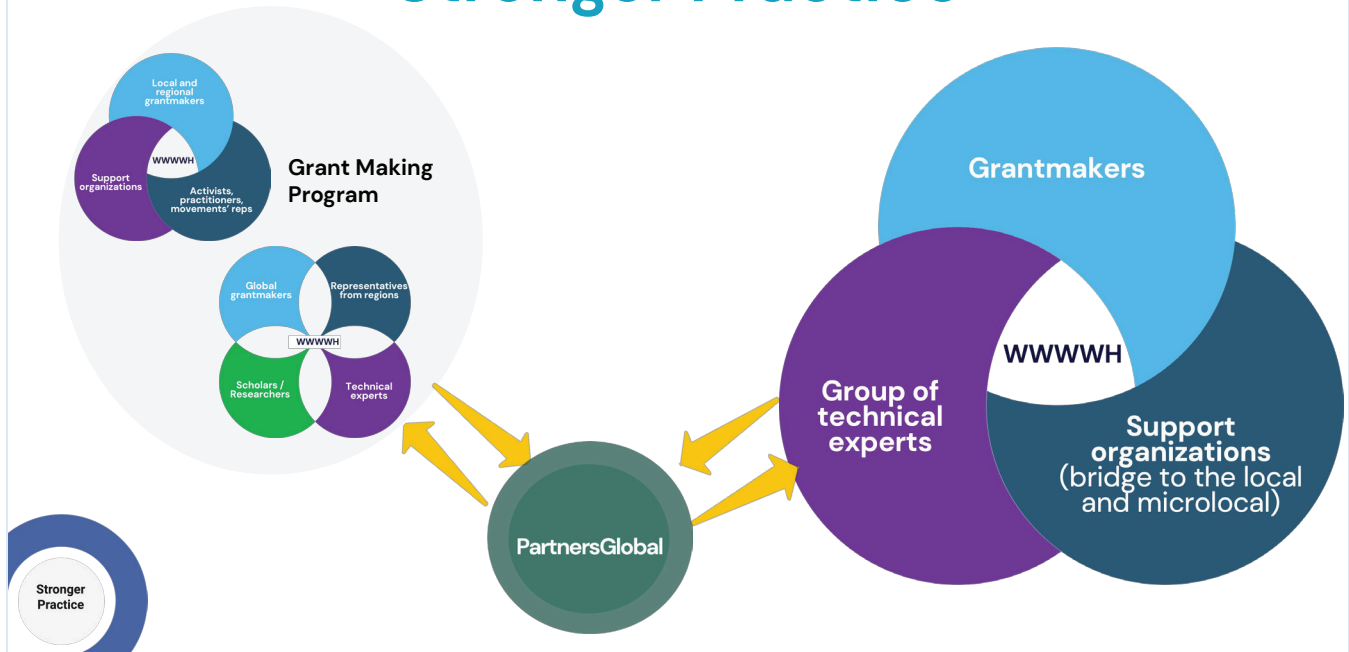
The **PartnersGlobal** team will reach out individually to all of you to finalize and formalize roles via Zoom in the upcoming weeks.

Please be patient with us. We are a small team! Friendly reminders are always appreciated.



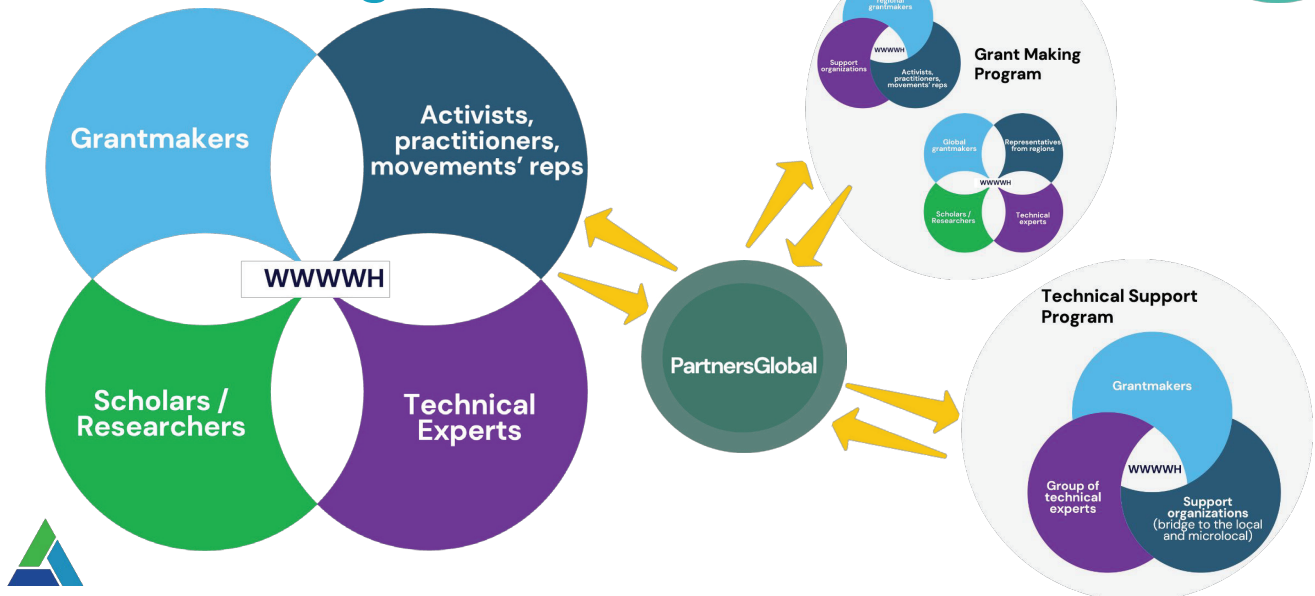
VIA MONOS

## Stronger Practice



## Participatory Knowledge Management and Learning

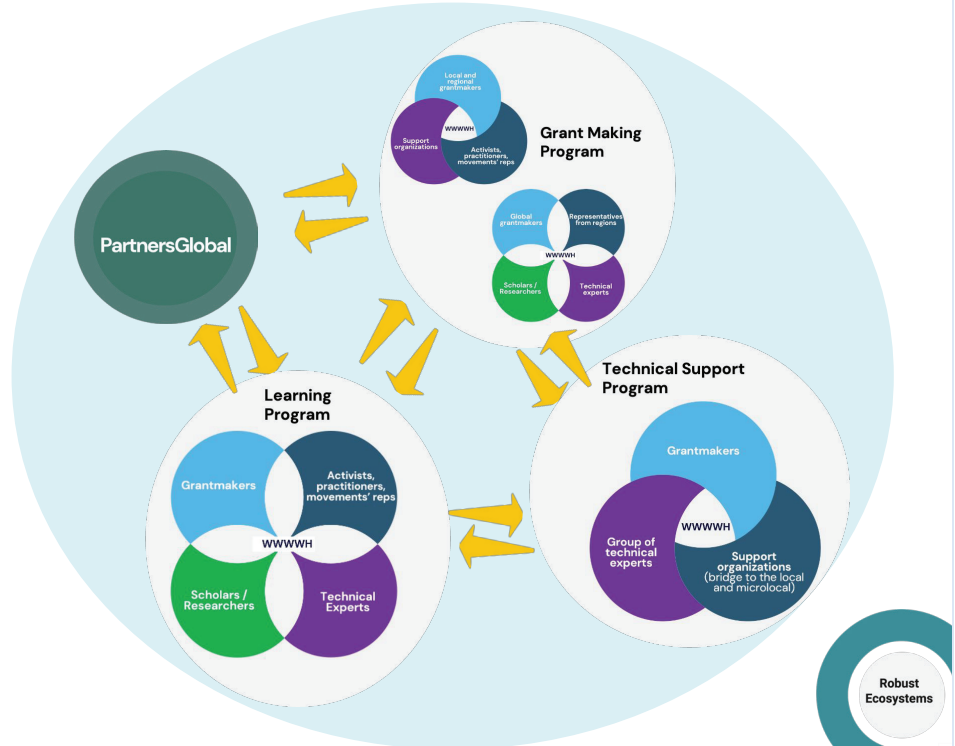
Evidence of what works



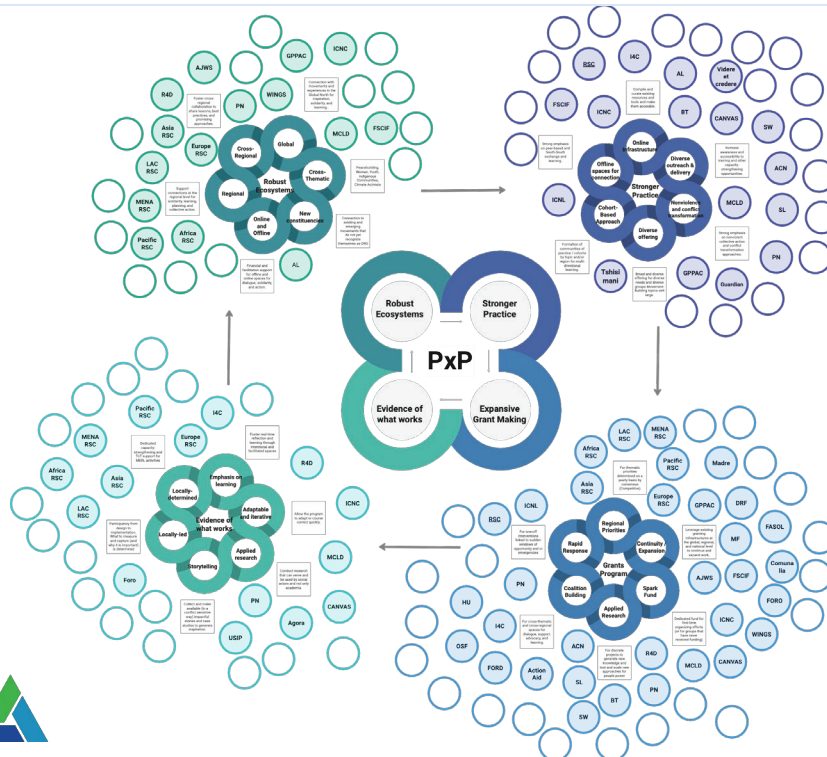


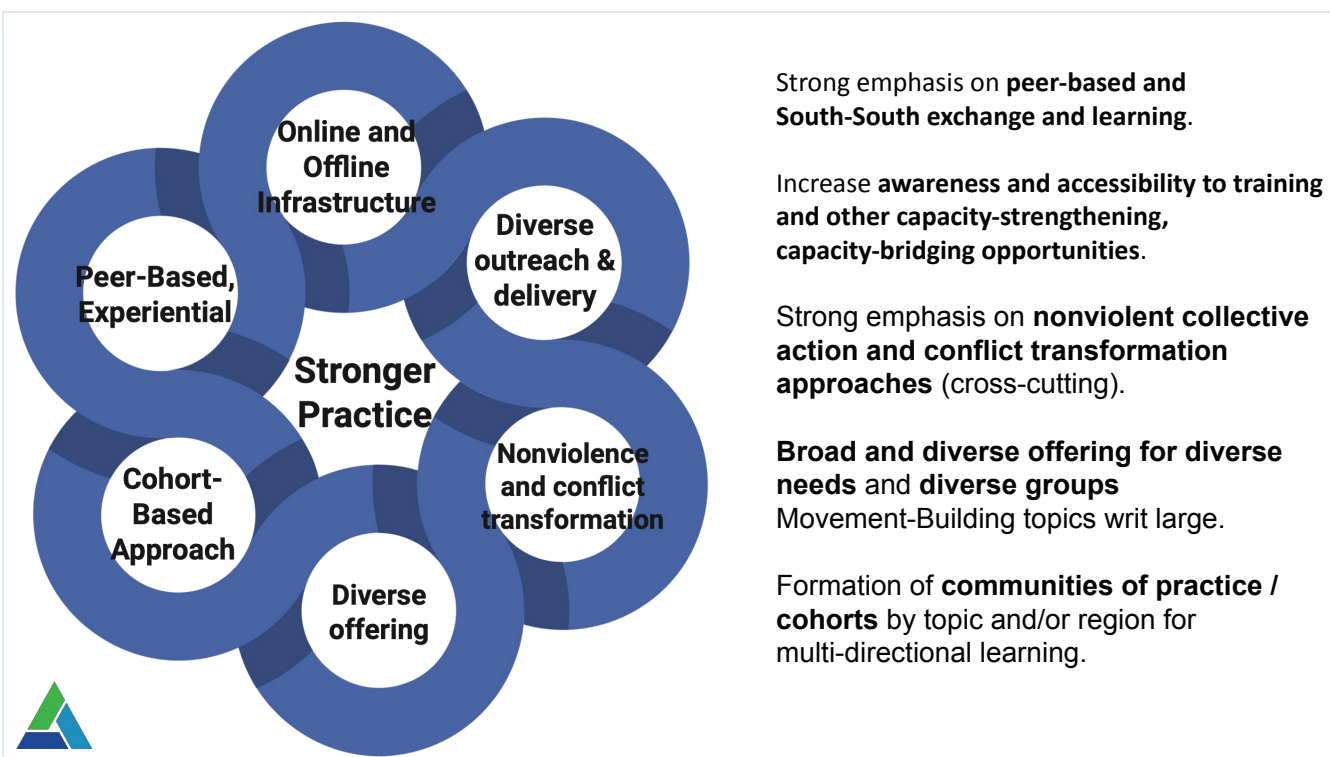
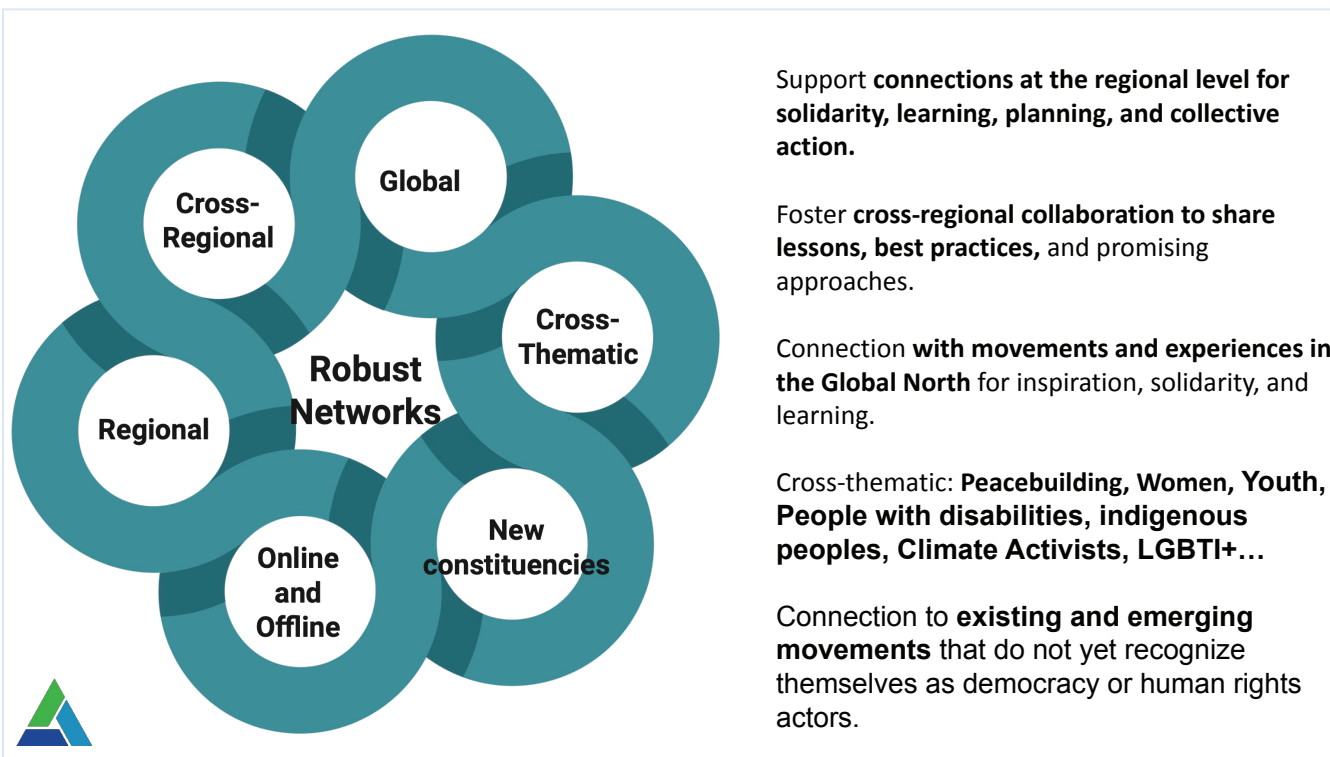
# Robust Networks

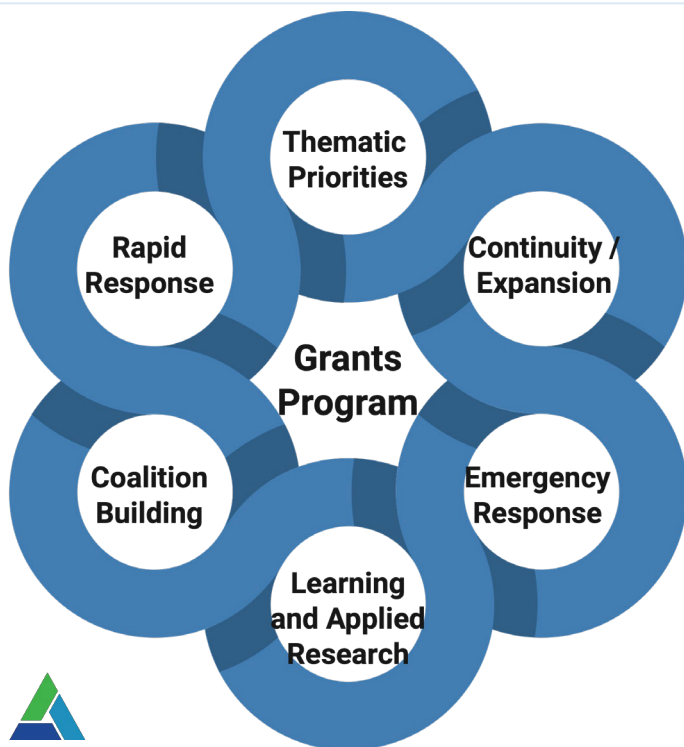
Dedicated spaces for dialogue, learning and exchange, coordination, collaboration at all levels



# The PxP Ecosystem







For thematic priorities **determined at the regional level** on a yearly basis by consensus.

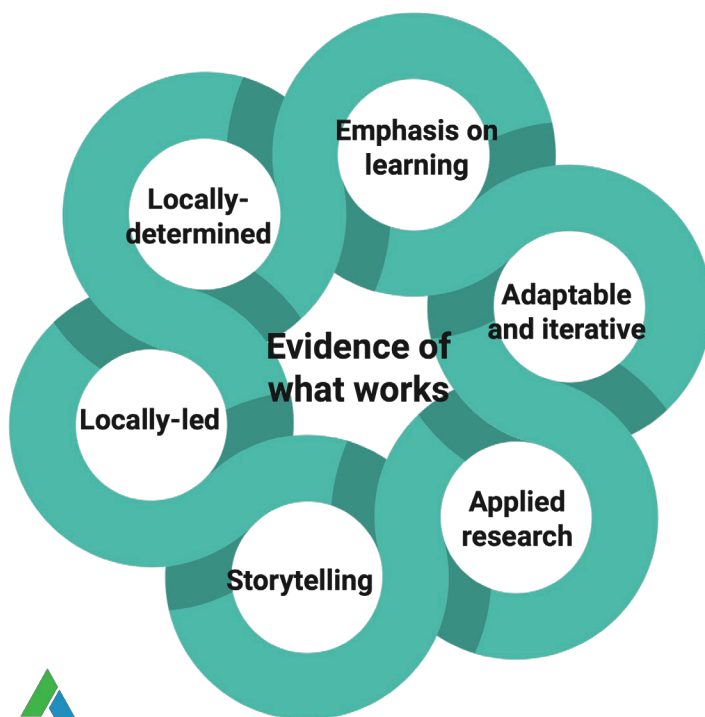
Leverage **existing granting infrastructures and support organizations** at the global, regional, and national level **to continue and expand work**.

To **support activists at risk**.

For discrete projects to generate new knowledge and test and scale new approaches for people power.

For **cross-thematic and cross-regional spaces** for dialogue, support, advocacy, and learning.

For **one-off interventions** linked to sudden windows of opportunity and or emergencies.



**Participatory** from design to implementation. What to measure and capture (and why it is important) is determined jointly.

Foster **real-time reflection and learning** through intentional and facilitated spaces (learning pods).

Allow the program to **adapt or course correct quickly**.

Conduct **research that can serve and be used by** social actors and not only academia.

Collect and make available (in a conflict sensitive way) **impactful stories and case studies** to generate inspiration.

Dedicated capacity-strengthening and ToT support for MERL activities.

## Governance Option 2



## Governance Option 2





## Discussion Questions

Must be based on the **NEEDS** of social actors.

Prioritize unrestricted/core funding.

Ensure all supports are easily accessed with simple/collaborative reporting structures.

Prioritize South-South approaches.