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GLOBAL CIVIL SOCIETY STRENGTHENING LEADER WITH ASSOCIATES

Final Report

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Acronyms

| | |
|---|---------|
| All Ceylon Jamiyyathulama | ACJU |
| | AoE |
| | APDC |
| Autonomous Region of Bougainville | ARB |
| National Action Plan On Women, Peace and Security | ARB-NAP |
| Civil Society Development Association of Kazakhstan | ARGO |
| Building Alliances for Local Advancement, Development, And Investment – Capacity Building | BALADI |
| Civic Advocacy for Democratic Resilience in Egypt | CAP |
| Capacity Building Component | CADRE |
| Center for Civic Initiatives | CBC |
| UN Convention On the Elimination of All Forms of Discrimination Against Women | CCI |
| Civic Engagement for Democratic Governance | CEDAW |
| Civic Engagement Initiative | CEDG |
| National Independent Electoral Commission | CEI |
| Council of Elders | CENI |
| Chief of Party | COE |
| Community Revitalization Committees | COP |
| Civil Society Assistance | CRC |
| Community Score Card | CSA |
| Civil Society Development Program | CSC |
| Civil Society Innovation Initiative | CSDP |
| Civil Society and Local Government Support Program | CSII |
| Civil Society Organizations | CSLGSP |
| Civil Society Strengthening Program | CSOs |
| Bureau for Democracy, Conflict, And Humanitarian Assistance | CSSP |
| Department for International Development | DCHA |
| Dignity of The Girl Child | DFID |
| Development Grant Program | DGC |
| District Inter-Religious Reconciliation Committees | DGP |
| Disabled People’s Organizations | DIRC |
| Democracy, Human Rights and Governance | DPO |
| Development and Training Services | DRG |
| Domestic Violence | DTS |
| Elections Cameroon | DV |
| Enhanced Representation and Democratic Advocacy | ELECAM |
| European Union | ERADA |
| Fostering Accountability and Transparency | EU |
| Foundation for Development of Parliamentarism | FACT |
| Family Planning | FDP |
| Family and Sexual Violence | FP |
| | FSV |

| | |
|--|----------|
| Free Trade Zones | FTZ |
| Gender-Based Violence | GBV |
| Global Civil Society Strengthening Leader with Associates | GCSS LWA |
| Gender Integration and Social Inclusion | GISI |
| Guyana National Youth Council | GNYC |
| Government of Azerbaijan's | GOAJ |
| Government of Egypt's | GOE |
| Government of Rwanda | GOR |
| General Practitioners | GP |
| Higher Education Institutions | HEI |
| Internet Access and Training Program | IATP |
| International Center for Not-For-Profit Law | ICNL |
| Information Communications Technology | ICT |
| International Foundation for Electoral Systems | IFES |
| Initiative to Promote Afghan Civil Society II | IPACS-II |
| International Research & Exchanges Board | IREX |
| Information Security and Capacity | ISC |
| Intermediary Service Organizations | ISO |
| Interactive Voice Response | IVR |
| Kazakhstan Civil Society Strengthening | KCSS |
| Knowledge Management Portal | KMP |
| Leadership Development Program | LDP |
| Local Elected Officials | LEO |
| Lesbian, Gay, Bisexual and Transgender | LGBT |
| Local Governance Strengthening Program | LGSP |
| Monitoring and Evaluation | M&E |
| Media Assistance utilizing Technological Advancements and Direct Online Response | MATADOR |
| Movement for Democratic Change | MDC |
| Monitoring, Evaluation and Learning | MEL |
| Ministry of Territorial Administration | MINATD |
| Management Information System | MIS |
| Movimiento Juvenil Nicaragua | MJN |
| Management Systems International | MSI |
| National Commission for Women | NCW |
| Non-Governmental Organization | NGO |
| National Policy Reform Conference | NPRC |
| Organizational Development | OD |
| Promoting Active Citizen Engagement | PACE |
| Parceria Cívica Para Boa Governação | PCBG |
| Promoting Civic Engagement in Political Processes | PCEPP |
| Prevention of Child Marriage | PCM |
| Preconception and Prenatal Diagnostic Technique | PCPNDT |
| Promoting Elections, Accountability, And Civic Engagement | PEACE |

| | |
|---|----------|
| Promotion of Information and Communication Technology in Turkmenistan | PICTT |
| Participatory, Responsive Governance | PRG |
| PRG Principal Activity | PRG-PA |
| | PROGRESE |
| Public Service Announcements | PSA |
| Regional Advisory Boards | RAB |
| Reproductive Health | RH |
| Supporting Civic Engagement | SCE |
| Short Message Service | SMS |
| Support for Professional and Institutional Capacity Enhancement | SPICE |
| Supporting The Efforts of Partners | STEPS |
| Short-Term Technical Assistance | STTA |
| Technical Assistance | TA |
| Training-Of-Trainers | ToT |
| Union Development Forum | UDF |
| Union for the Promotion of the Batwa | UNIPROBA |
| Union Parishad | UP |
| United States Agency for International Development | USAID |
| United States Government | USG |
| Women's Peace Building Initiative | WPBI |
| Women's Participation Program | WPP |
| Youth for Peace-Building in Burundi | Y4PBB |
| Young African Leaders Initiative | YALI |
| Youth and Citizens' Participation | YCP |
| Young Leaders Program | YLP |
| Youth Serving Organizations | YSO |

I. Executive Summary

Over the past nearly seven years, Counterpart has managed the Global Civil Society Strengthening Leader with Associates Award. From May 2009 to March 2016, Counterpart was awarded over \$350 million in programming for a broad range of geographies, spanning from Afghanistan to Zambia as well as India, Papua New Guinea and Honduras, among many others. In total there were 30 countries with LWA programs, as well as several regional programs including the Information Safety and Capacity project and the Young African Leaders project. The focal areas similarly covered a broad range of civil society topics, from the first award on Rule of Law and Reproductive Health, to a number of elections focused programs, programs that focused on youth and women's participation as well as anti-corruption. Gender integration and social inclusion were priority focus areas within all our programs. Through analysis and strategic programming we worked to maximize inclusion and guaranteed we did not discriminate against any individual and/or community based on sex, religion, ethnicity, education or other identity grouping.

Of the 33 projects implemented under the GCSS LWA, Counterpart consortium partners led the implementation of six of these projects, with a total budget value of over \$63 million, which represents 18% of the total awarded programming under the LWA. This total only includes awards where a consortium member was the primary implementer, and does not take into account the dollar figures where consortium members served as implementing partners where Counterpart was the primary in-country implementer. Overall consortium members participated in 19 of the 33 projects implemented under the GCSS LWA.

Granting to local organizations was a major focus of many programs under the GCSS LWA and more than 560 local partners received grants under GCSS LWA programs. Beneficiaries were not limited to Civil Society Organizations, but also included media outlets, academic institutions, community groups as well as government institutions. Our CSO partners were expected to have the same values and practices for gender integration and social inclusion. It was a priority in all our work to build awareness and capacity among our partners in this area.

In addition to the geographically diverse and technically varied associate awards, Counterpart also undertook four major initiatives under the technical leadership portion of the LWA. The first of these was the Media Assistance utilizing Technological Advancements and Direct Online Response (MATADOR) initiative, which was a series of six interventions in closing civic spaces to provide assistance via mobile phone technology. The second technical leadership activity was the Social Media Guide. This guide was designed to assist local partners in creating a social media presence to increase awareness and maximize the impact of their initiatives. The third technical leadership initiative was a series of six Civil Society Innovation Initiative workshops. These workshops were the first step in a process designed to co-create Hubs around the closing civic space, and brought together civil society leaders from each geographic region to decide on the ideal structure for the Hub (physical, virtual or both), the governance structure, as well as the most important activities that each Hub should support. The final technical leadership activity undertaken by the GCSS LWA was the Youth and DRG Technical Guide, which aimed to enhance the effectiveness of Democracy, Human Rights and Governance Programming with a specific focus on Youth.

II. Analysis

Table 1

| Program | Program Short Title | Location | Region | Start Date | End Date |
|--|---------------------|--------------|---------------------------------|------------|------------|
| Promotion of Information and Communication Technology in Turkmenistan | PICTT | Turkmenistan | Asia | 9/30/2009 | 1/30/2014 |
| India's Rule of Law and Reproductive Health Program | Garima | India | Asia | 10/1/2009 | 3/31/2011 |
| Internet Access Training Programs in Moldova | IATP | Moldova | Europe and Eurasia | 3/1/2010 | 2/28/2011 |
| Promoting Elections, Accountability and Civic Engagement in Chad | PEACE | Chad | Africa | 7/13/2010 | 7/31/2012 |
| Civil Society/Local Government Support Program | CSLGSP | Armenia | Europe and Eurasia | 9/30/2010 | 10/31/2014 |
| Initiative to Promote Afghan Civil Society II | IPACS-II | Afghanistan | Afghanistan and Pakistan | 10/1/2010 | 3/31/2014 |
| Citizen Participation for More Responsive Governance-Community Action Prosperity | CRPG | Honduras | Latin America and the Caribbean | 1/20/2011 | 9/20/2017 |
| Young Leaders Program in Tajikistan | YLP | Tajikistan | Asia | 4/29/2011 | 4/29/2015 |
| Strengthening Civic Engagement (SCE) in Cameroon | SCE | Cameroon | Africa | 6/22/2011 | 12/21/2012 |
| Kazakhstan Civil Society Strengthening | KCSS | Kazakhstan | Asia | 9/1/2011 | 8/31/2014 |
| Azerbaijan Women's Participation Program | WPP | Azerbaijan | Europe and Eurasia | 9/23/2011 | 9/22/2017 |
| Civil Society Development Program | CSDP | Sudan | Middle East & North Africa | 9/29/2011 | 9/30/2016 |
| Information Safety and Capacity Project | ISC | Global | Global | 10/1/2011 | 9/30/2020 |
| Promoting Active Citizen Engagement (PACE) | PACE | Lebanon | Middle East & North Africa | 10/1/2011 | 9/30/2014 |
| Leadership Development Program | LDP | Bangladesh | Asia | 6/14/2012 | 3/31/2016 |
| Local Government Strengthening Program | LGSP | Chad | Africa | 9/27/2012 | 6/30/2013 |
| Sri Lanka Support for Professional and Institutional Capacity Enhancement | SPICE | Sri Lanka | Asia | 12/20/2012 | 3/19/2017 |
| Lebanon BALADI CAP | BALADI CAP | Lebanon | Middle East & North Africa | 9/30/2013 | 9/30/2018 |

| | | | | | |
|---|-------------|----------------------------------|---------------------------------|------------|------------|
| Women Peace Building Initiative | WPBI | Papua New Guinea | Asia | 9/30/2013 | 9/29/2015 |
| Washington Fellowship for Young African Leaders Initiative | YALI | Africa - Regional | Africa | 4/11/2014 | 4/10/2019 |
| Supporting the Efforts of Partners Activity | STEPS | Malawi | Africa | 6/19/2014 | 6/19/2019 |
| Civic Advocacy for Democratic Resilience in Egypt | CADRE | Egypt | Middle East & North Africa | 7/1/2014 | 12/31/2015 |
| Youth for Peace Building in Burundi | Y4PBB | Burundi | Africa | 7/17/2014 | 4/30/2017 |
| Civil Society Assistance (CSA) | CSA | Ecuador | Latin America and the Caribbean | 9/30/2014 | 9/29/2017 |
| Fostering Accountability and Transparency in Zambia | FACT Zambia | Zambia | Africa | 9/30/2014 | 9/27/2019 |
| Enhanced Representation and Democratic Advocacy (ERADA) in Morocco | ERADA | Morocco | Middle East & North Africa | 1/26/2015 | 1/25/2019 |
| Congo Demokrasia | Demokrasia | The Democratic Republic of Congo | Africa | 5/6/2015 | 5/5/2018 |
| Civil Society for Accountable Governance and Citizen Security Project | PROGRESE | Guatemala | Latin America and the Caribbean | 9/30/2015 | 9/29/2020 |
| Civil Society Innovation Initiative (CSII) | CSII | Global | Global | 10/1/2015 | 9/30/2017 |
| Promoting Civic Engagement in Political Processes | PCEPP | Rwanda | Africa | 10/29/2015 | 10/28/2018 |
| Youth and Citizens' Participation Project | YCP | Guyana | Latin America and the Caribbean | 1/8/2016 | 1/7/2017 |
| Participatory, Responsive Governance (PRG) - Principal Activity (PA) in Niger | PRG | Niger | Africa | 2/25/2016 | 2/24/2021 |
| Parceria Civica para Boa Governacao | PCBG | Mozambique | Africa | 5/25/2016 | 5/24/2020 |

Introduction to Counterpart's GISI Approach

Gender integration and social inclusion (GISI) is critical to Counterpart's approach to gender equality and female empowerment. GISI is a comprehensive strategy that involves the incorporation of a gender perspective and gender analysis into all stages of a project life cycle to include design, implementation, and monitoring and evaluation (M&E). GISI is foundational to the learning based implementation approach for our projects, which is to collaborate, learn, and adapt.

Counterpart's GISI approach considers both males and females of all identity groups. Factors that can affect an individual and/or community putting them in vulnerable or marginalized positions are (but not limited to):

- One's Sex
- Education level
- Literacy level
- Age
- Language
- Ethnicity
- Socio-economic Status
- Religion
- Geographic Location
- Sexual Orientation
- Gender Identity
- Persons with Disabilities
- Refugee and internally displaced status

*It is critical to note that while the above are representing identity groups showing variation in characteristics that can impact marginalization, none of these are in a silo. There is intersectionality among all of them and not one identity characteristic fully represents an individual and/or community.

The graphic below demonstrates how Counterpart considers GISI at each phase of the project life cycle.



Gender Sensitive Staffing is a critical element to Counterpart’s gender integration approach. We promote gender sensitive recruitment in all our programs that works toward a gender balance in staff and leadership. We value diversity in our staffing structure and look to our staff to have a foundation in understanding the theory and application of gender equality principles and practices. All our programs have a component of training on GISI to strengthen our staff’s ability in this area.

We consider the following in our approach to equitable hiring practices.

- Outreach
- Healthy and safe work environment
- Human Resources policies
- Family and security considerations
- Flexible work schedules
- Capacity development opportunities

We encourage the same gender equality and social inclusion values and practices among our partners.

GISI considerations were a priority focus area throughout all Counterpart’s LWA activities. This section lays out some of Counterpart’s GISI best practices, tools and impact realized through our LWA activities.

Gender Analysis

Gender Analysis is critical to project design and programming. A Gender Analysis determines how males and females of a variety of identity groups may experience and be impacted differently from project interventions. Furthermore, it supports the customization of project interventions that work toward maximizing inclusion of a diverse group of beneficiaries. Timing is a priority consideration when carrying out a gender analysis. An initial gender analysis should be done before the design phase.

Our gender analysis in Afghanistan, with the Initiative to Promote Afghan Civil Society II (IPACS II) project, aimed to identify current gaps and potential opportunities to promote gender equality and female empowerment in civil society in Afghanistan. Our findings supported Counterpart’s Gender Team in their role as a cross cutting support unit; promoting gender integration both within Counterpart and the IPACS II CSO partner organizations; coordinating and sharing information with CSO partners and non-network CSOs on various legislative issues; and working with CSO partners to provide an understanding of how gender can be integrated into organizational structure, policy and practice.

Our gender analysis in Tajikistan with the Young Leaders Program (YLP) demonstrated there were significant differences in educational backgrounds among the target beneficiaries and that not one set of materials or curriculum would be fitting for all. The curriculum and educational materials were adapted as needed to meet the needs of such variation among the students. This included adaptations to the informal civic education course handbook and after-school activity guide. Furthermore, the gender analysis noted that young girls were deprived of the opportunity to engage in sport activities or attend sport schools. Based on this finding, YLP initiated the “Gender and Sport” program in Khorog to promote gender equality and leadership through sport. The program focused on engaging young girls in sports and exercise and did so in a safe and comfortable environment.

The gender analysis carried out during our Rule of Law and Reproductive Health Program (Garima) in India demonstrated the value of gender analysis in policy reviews. The project evaluated the country’s policies and laws through a gender lens. The findings were presented to policy-makers and other

government representatives at the national and state levels, including the Minister for Women and Child Development, and the National Commission for Women (NCW). NCW and WPC are now partnering in carrying out "Strategizing Advocacy on Effective Implementation of Women Friendly Laws," focusing on the organization of five regional level meetings each year for a period of three years.

Training

Counterpart guarantees gender and social inclusion considerations are incorporated in all our training curricula and materials, no matter what the main focus theme. Within our LWA training initiatives, we based the development of the curricula on the gender analyses. Illustrative trainings developed in our LWA activities are:

In Sudan, our Civil Society Development Program (CSDP) developed a training program focused on youth and adult partnerships. The training course consisted of six sessions:

- Youth-Adult Partnerships
- Introduction to Communication
- Types of Communication
- Leadership and Communication
- Message Development
- Communication and the Media

We developed a training on Secure Communication for our project in Sri Lanka, Support for Professional and Institutional Capacity Enhancement (SPICE), that effectively addressed the varied needs of males and females. This was a one-day training for 15 participants (6 female adults/3 female youth; 1 male adult; 5 male youth) focusing on safe internet use and information storage software.

Within the same project, we developed training that focused specifically on issues of gender-based violence (GBV). We monitored the impact of the training, which demonstrated there was improvement on GBV awareness and understanding among General Practitioners (GPs). Following the training, they demonstrated an increase in response capabilities. Through the development and use of a screening tool, the number of identified GBV survivors increased.

Social Inclusion by Identity Group - Illustrative Examples

Counterpart had great success with our social inclusion efforts within our LWA activities. As referenced, we carried out a thorough analysis of all identity groups to know how to better target our beneficiaries and customize approaches to maximize inclusion.

Below are examples from a variety of identity groupings demonstrating how we were able to customize our approach to maximize inclusion.

Increasing Female Participation

In Papua New Guinea, Women's Peace Building Initiative (WPBI), we successfully engaged 24 women leaders in a substantial role in the peacebuilding process. This speaks to the project's impact in terms of its objective of building the leadership skills of women's organizations to enhance and implement the Autonomous Region of Bougainville- National Action Plan on Women, Peace and Security (ARB-NAP).

Increasing Male Participation

Our work in Tajikistan under YLP identified a male gender issue, demonstrating gender is not only a girls' and women's issue. Our project had significantly more female participants than boys. In Badakhshan, 68% of the participants were girls (214 girls out of 312 participants). We were able to identify the challenges why more boys in Badakhshan were reluctant to participate; therefore, we determined future programming needed to focus on equal participation through implementing strategies that would work to increase engagement of boys.

Ethnicity and Religious Considerations

Illustrative of our considerations for ethnicity and religion is our project in Sri Lanka, SPICE. The project was able to revitalize the National Inter-Religious Committee to represent 33 inter-religious leaders from District Inter-Religious Reconciliation Committees (DIRCs) (2 females, 31 males) at a nationally convened symposium in November 2015. One success attributed to the Inter-Religious Committee was their effort to address the problem of government forced community displacement. In 1987, the Mahaweli Development Authority took over land for the construction of Kotmale Reservoir, which resulted in the displacement of 34 Tamil families. The Nuwara Eliya District's Inter-Religious Committee staged a public demonstration to bring attention to this issue and push the government to address it. Their demonstration and follow-up efforts succeeded at convincing the government to provide alternative land for the displaced families.

Geographic Location

Through our work in Papua New Guinea, with the Women Peace Building Initiative, we were able to increase awareness at the rural and local community levels on gender-based violence. Through concerted efforts and the provision of sub-grant funding, WPBI's activities penetrated underserved and previously un-reached rural communities with violence-prevention messaging, as well as raised awareness among the populations of services they can access. These communities were out of reach to many support organizations due to travel challenges and costs. Their limitation to access support services marginalized the community and left them vulnerable. WPBI's activities specifically aimed to reach these underserved communities. The Family and Sexual Violence (FSV) and GBV activities were significant in that they made information and services accessible to those who may not otherwise have had the opportunity to benefit from them.

In Sri Lanka, our work with the SPICE project, we supported the revisions for curriculum for Madrasa and Arabic Colleges. One of the SPICE grantees, Secretariat for Muslims, focused on continued advocacy efforts with All Ceylon Jamiyyathulama (ACJU), the Federation of Sri Lanka Arabic Colleges and the Department of Muslim Religious and Cultural Affairs, to work on revisions. The new curriculum will be adopted by religious institutions. Once adopted, nearly 11,000 students are expected to be reached through this new curriculum. The curriculum is strengthened in its aim to teach the younger generation about co-existence and human rights from an Islamic perspective, and the need to respect other cultures and religions.



Youth for Peace Building Burundi

"CFW activities allowed me to buy a plot. It's an extraordinary thing I could not imagine because I am an albino. Before, I was begging to survive, but today I am able to buy my food. I also bought a goat. At the social level, with the support of Counterpart International, RENAJES allowed me to work with others, regardless of the color of my skin. Working and being together a long time with others allowed me to accept my identity and not feel humiliated. I was afraid of people from other ethnic groups. They were afraid of me too. But now, we are all friends".

Testimony of Ntakarutumana Vestine, an albino girl from Kinyinya commune, in Ruyigi province.

Youth

Our work with the Kazakhstan Civil Society Strengthening (KCSS) project provided a grant that supported the establishment of a coalition of Non-Governmental Organization (NGOs), Youth Information Service of Kazakhstan, which developed and proposed amendments to the government on the Youth Policy Concept. The government adopted all amendments.

Through our work in Armenia on the Civil Society and Local Government Support Program (CSLGSP), Counterpart, in partnership with the Jinishian Memorial Foundation (JMF), provided four scholarships to beneficiaries to attend a Human Rights Training in Kiev, Ukraine. Here the beneficiaries were able to learn about an easy to use educational toolkit developed to promote human rights through non-formal education programs for children, which they were able to bring home and use within their work.

Our project in Afghanistan, the Initiative to Promote Afghan Civil Society II (IPAC II), was able to support CSO advocacy work in the formulation of Afghanistan's National Youth Policy, for which IPACS II provided financial and technical support.

The YLP project in Tajikistan was able to develop several effective tools to increase youth engagement. These being:

1. Youth Engagement Programming checklist

Used to assess the CSOs' capacity in conducting youth needs assessment, program design, administration and evaluation of results and quality of services, design and implementation of advocacy campaigns.

2. Youth Civic Education Program Framework

Developed in collaboration with local and international stakeholders, including leading youth CSOs, USAID, relevant government agencies and INGOs. After the Framework had been finalized early in 2014 it was posted on the official website of the Academy of Education of the Republic of Tajikistan making it available to local and international stakeholders.

3. Youth Charters

One of the main activities under YLP was building the leadership potential of youth and preparing them for advocacy initiatives on the level of the target communities, regional and on national level. This attempt was fulfilled through development of "Youth Charters" which were used as a resource in promoting local and national advocacy initiatives with relevant stakeholders.

Persons with Disability

Our work with the KCSS project provided grants that supported our CSO partner, *Namys*, in developing recommendations aimed at making the State Social Contracting more affordable for groups representing and/or working with persons with disabilities. *Namys* proposed a package of amendments to 33 laws that would work toward aligning Kazakh legislation with the International Convention on the Rights of Disabled People. All proposed amendments were accepted by the Office of the Prime Minister and sent to line Ministries for concurrence in late 2013.

Socio-Economic Status

Through our small grants program, we were able to support the KCSS Project to advocate for the rights of persons from under-privileged backgrounds, including some living homeless. This demonstrates our work with a marginalized community based on socio-economic status.

Our CSO partner, Foundation for Development of Parliamentarism (FDP), used the KCSS grant to advocate for the rights of homeless people and rights of citizens, particularly those with an under-privileged background, for adequate housing. Another partner CSO matched a KCSS Policy Advocacy grant with funds from other donors. This allowed the CSO to initiate up to 63 separate events within this advocacy campaign. As a result, members of the high profile Consultative – Advisory Body ‘Dialogue Platform on Human Dimension’ (CAD DPHD) under the Ministry of Foreign Affairs of Kazakhstan supported inclusion of this issue into the package of laws recommended to Parliament for consideration.

Sexual Orientation/Gender Identity

Counterpart’s global work through the Information Safety and Capacity (ISC) Project has effectively carried out significant work in the area of digital security, specifically working with populations vulnerable to government oppression. Such populations as the Lesbian, Gay, Bisexual and Transgender (LGBT) community face a unique set of challenges in the area of information security, some to the level of being life threatening. ISC engages technology developers and information security activists to support their efforts and strengthen the discourse on these significant issues. To-date, ISC has hosted 5 Global Workshops that brought together stakeholders from around the world to discuss information security, Internet freedom space, and developments in tools and systems to support the online efforts of civil society activists. Each workshop guaranteed time and attention was given to discussions on risks to freedom of expression of the LGBT community and tools for digital security protection.

The ISC Project networks and identifies technology partners who are developing tools that are relevant to local partners in the project’s target countries. Such partners are Peerio, CipherShed, Grindr, and the Leap Foundation. Apps and software from these partners included a secure web conferencing app called Talky.io from (&Yet), a secure messaging and file sharing platform (Peerio), a privacy and encryption tool (CipherShed), a secure dating application used globally by LGBT communities (Grindr), and a suite communication encryption tools known as BitMask (Leap Foundation). Representatives from these technology partners participated, and will continue to participate, in project-sponsored activities including ISC’s annual Global Workshop, regional workshops, and/or panel discussions.

Advocacy, Government Strengthening, and Policy Reform

Over the course of the GCSS LWA, Counterpart has worked with partners in shifting paradigms as their countries have moved towards opening spaces and decentralized governments, from fragile to conflict state, or closing spaces for civil society. Through these dynamics, Counterpart provided assistance to local partners, governments, leaders, and communities focusing on what could be accomplished in sometimes rapidly changing states or seeking opportunities to push forward voices of the community more as spaces open. The GCSS LWA imparted Counterpart the opportunity to strengthen both supply side (government) and demand side (civil society) of community needs; out of the 33 GCSS LWA projects, 26 had specific objectives to build the capacity of civil society organizations, 7 provided assistance to governments for decentralization and reform, and 4 of those programs worked with both the government and civil society to collaborate and foster change both locally and nationally.

The early associate awards under the GCSS LWA were concentrated in Eurasia, which saw many states working towards decentralization and opening spaces for civil society. In Armenia and Kazakhstan, Counterpart can cite national scale successes that coupled strong advocacy by CSOs and strengthened political will to renege centralized control of the state. In Armenia (CSLGSP), Counterpart brought to the

table relevant stakeholders to draft the policy paper “Republic of Armenia Strategic Approaches for the Further Development of Local Self-Government and the Decentralization of Power”. Kazakhstan (KCSS) national government also demonstrated some support for change in its relationship towards CSOs as a coalition of Counterpart partners and other CSOs successfully petitioned for the government not to adopt the “On Government Support of NGOs” law, which contained several restrictive provisions. The CSO Working Group also provided a revised draft supported by Counterpart and ICNL that was submitted to the Ministry of Culture.

Other early programs in Chad and India also had broad reaching reform that centered on local government strengthening supported in coordination with engagement of civil society. There were significant developments in Chad (LGSP) as 96% of newly elected local government officials were trained in their new roles with the advance of decentralization in the country, and as a part of this effort the government officials embraced their new roles by engaging with the communities through call-in radio shows with the communities. CSO networks were supported during this time to capitalize on the reforming government and were able to engage government offices on critical topics such as transparency in elections and the extractive industries. The Garima project in India developed the capacity of both local health officials and women-focused CSO networks to better address and implement standing laws that protected and sought justice for women and girls who experienced GBV; 96 national and state policy makers took steps to strengthen the implementation of the three acts related to these causes. These projects were able to capitalize on political-social environments that were ready to embrace these reforms.

In other regions of the world, the GCSS LWA programs faced more restrictive or closing civic spaces which has hindered programming and left Counterpart with fewer options to directly engage the government and changed focus to support creative advocacy of citizens’ rights and anti-censorship campaigns. Lebanon’s (PACE) Al Jadeed Investigative Reporting Project filmed and aired a series of episodes on corruption in the government. While in the midst of filming, the journalists became a focus of an anti-censorship protest when they were attacked by customs officers they were interviewing about corruption and then detained in the customs office. The episodes were still aired. CitiAct in Lebanon held interactive plays on censorship and freedom of speech. YNCA screened films that encouraged citizen dialogue on ways to advocate for change in a charged political climate. Some efforts in the Sri Lankan SPICE program recognized the difficulty in encouraging citizen participation in still charged spaces as an event to support workers’ rights in Free Trade Zones (FTZ) had a limited number of participants because they feared harassment by employers. The ISC project was initiated to address the spreading climate of civil society oppression and centralizing control in many states, and these closing spaces have made movements for privacy and security for civil society activists a priority. As the project continues with its extension, Counterpart recognizes that in some states the ISC project faces issues with access in increasingly closed and hostile spaces making programming inoperable. This led the project to fully withdraw support in Russia, and Syrians are no longer able to safely travel to in-person trainings in Turkey due to increased conflict and bombing on the border so the project has adapted to provide more remote trainings.

ISC and other Counterpart programming has embraced information communications technology (ICT) as a means to improve organizational efficiency, reach broader audiences, and advocate for communities in hostile climates. Early programs in Moldova and Turkmenistan recognized the need for improved internet access and computer literacy to support education, civil society development, and communication with government. IATP in Moldova advocated for and coordinated with the Ministry of Information Technologies and Communication to support two internet access centers in rural areas. An impact of this work was the Center of Family Doctors was able to leverage the training it received from IATP to win

financial support from the Eurasia Foundation to create dialogue between medical professionals and families to reduce childhood diseases. Turkmenistan's PICTT project supported ICT in higher education. Training on e-learning software such as Moodle and CourseLab led to the creation of dozens of open source online courses. CSA in Ecuador has also fully embraced online training and lectures, and its partner, Esquel, established a cooperation agreement with the Mexican academic entity "17, Instituto de Estudios Críticos" to strengthen the design of the CSO training courses to support its institutional efforts to generate a Latin American Online Training Program for CSOs. Currently the online lecture series hosted by CSA's partner, FARO, has participants from several Spanish-speaking countries in Latin America and Spain.

When environments have been less supportive of public information and campaigning, ISC promotes a range of ICT tools that allow activists and organizations to collaborate and advocate for change. After trainings with ISC, partners in Sudan's CDSP formed Whatsapp groups for secure internal communications within their networks. The ISC model has encouraged a cascade model in training for these technologies, and as of last year the project has trained 68 individual trainers in many of its target countries, including 36 this past year. These individuals have subsequently trained hundreds of organizations, and three in Zimbabwe have created their own NGO to support such initiatives.

Counterpart has supported and continues to push for reforms at local, regional, and national levels that reflect community demands through strengthening leaders, organizations, and networks in government and civil society and creating spaces of dialogue and will to change. However, as one partner within a complex and complicated environment, the organization has only been able to operate in the space the environment allows. In communities and states that embrace reform, Counterpart has acted to build capacity and catalyze advocacy efforts that develop into sustainable reforms. With limited civic space and restrictive governments or indifferent communities, Counterpart has sought those leaders who have the will to speak against a system that is opaque and be disrupters in challenging environments. Counterpart has been able to find those partners in all but rare circumstances who seek community-focused change, but the realities of some environments as well as the time and resources available have limited the scope of some intended reforms. Over the past nearly seven years, Counterpart and its partners have trained over 1,700 government officials in their responsibilities towards citizens and supported at least 630 government-citizen dialogues. Across the portfolio of programs, more than 1,800 advocacy campaigns were supported and the collective efforts of citizens and their governments has led to at least 58 instances of policies influenced as recorded in program indicators. The sustainable change that has occurred is a broad network of leaders, organizations, and networks with increased awareness and capacity to continue working towards changes in their communities.

Organizational Development

Building up local organizations was a recurring theme of GCSS LWA projects. Of the 33 programs implemented under this funding mechanism, 25 of them had some clear capacity building goal, with 22 integrating proper organizational development (OD) tools and strategies into the program approach and 13 of those having specific indicators directly related to organizational development improvement. The GCSS LWA looked to organizational development methods to prioritize capacity building efforts for general civil society benefit, but primarily integrated OD strategies to enhance the effectiveness and viability of organizations leading specific technical activities – advocacy and policy research; strategies for addressing gender based violence; increasing citizen engagement in electoral processes; greater citizen

demand for government accountability for existing and new legislations. Under the GCSS LWA, organizations have taken the lead in inclusion strategies, finding ways to engage youth, women, and other traditionally disenfranchised groups to set policy agendas and meet community needs.

The GCSS LWA provided the opportunity to look to the civil society sector for the future of development activities, with direct contracting and helping organizations reach a level of competency and compliance with respect to the United States Agency for International Development (USAID) standards a clear goal for programs in Lebanon, Malawi, Afghanistan and Kazakhstan. Management Systems International (MSI) and Counterpart were key implementers of these types of programs, meeting all graduation or certification goals from completed projects. While MSI and Counterpart use different tools, both take a systems view of CSO management. Counterpart's tool uses a 4-point scale and tries to capture both the system in place and the practice of the organization in applying that system to day to day activities across 6 core functional areas including: Leadership and Strategic Management; Program Management and Quality Control; Financial Management and Accounting; Financial Sustainability; Human and Material Resources; and External Relationships and Communications.

The GCSS LWA promoted a culture of internalizing a systematic approach to the organizational development process. In Afghanistan, the IPACS II partner civil society organizations learned to take ownership of their own development and continue carrying the legacy of the OD interventions onward, enabling them to engage with key international donors to implement large-scale projects. A number of IPACS II partner organizations are presently working with Tawanmandi, a major Department for International Development (DFID)-funded donor. In Lebanon, representatives from 5 of the 10 graduating CSOs spoke about their experience working with Building Alliances for Local Advancement, Development, And Investment – Capacity Building (BALADI CAP) and the increased knowledge and skills that were achieved. Their feedback not only highlighted the impact of the capacity development program on their organizations, but they also praised the high level of professionalism and technical expertise that the BALADI CAP team of specialists exhibited. In Kazakhstan, two target organizations – *Bereke* from Shymkent and *EcoCenter* from Karaganda – developed a joint proposal for a USAID international Development Grant Program (DGP) competition and were finalists for this multimillion dollar bid.

Whether implemented by Counterpart or MSI, OD activities focused on the assessment as a core step in identifying organizational strengths and weaknesses and action planning designed by the organization to ensure ownership of OD goals and objectives. Information from these steps is used to inform the training plans, technical assistance plans, and other capacity building interventions, such as grant funding, study tours, and internal exchanges among cohorts or target partner networks. Through a 2015 partner survey, we looked at the core organizational development services provided to target organizations and found overwhelming satisfaction among partners with our services. The OD assessment process is highly regarded as a means of helping organizations identify areas for improvement with respondents across the board regarding this as a 3.68 out of 4.0 rating. Of nearly equal value is the accompanying action planning process that was rated 3.61 out of 4.0. Training is an area that takes some time to develop, with new organizations less satisfied than organizations we have worked with for longer than one year. On average, no matter the length of support, our partners ranked our technical assistance support as 3.46 out of 4.0.

Across the 143¹ organizations targeted through direct, intense, OD interventions under the GCSS LWA, Counterpart has documented an average score across the six management pillars as 2.18 – a solid mid-

¹ This number will continue to grow as there are seven GCSS LWA programs that have not yet selected partners and/ or conducted OD assessments.

range number reflecting our ability to identify organizations strong enough to engage in OD activities. We have also documented that of the 54 organizations for which a follow-on assessment was carried out they showed a 32% increase in capacity over the baseline with the greatest increase in the areas of financial sustainability, human and material resources, and financial management and accounting. Of the 17 organizations for which we carried out a second follow-on assessment they showed a 40% increase over the previous follow-on assessment with the greatest growth in program management and quality control and leadership and strategic management. These scores reflect the emphasis initially on compliance with sound financial practices and the local labor code and international best practices in staff management. With administrative issues under control, the organization can focus on making sure their programs are effective and are connected to the mission and vision of the organization for the immediate and long term.

In terms of the impact of this support, in April 2015 Counterpart carried out a survey of partners to learn how they perceive our OD support and what benefits they perceive in working with us. We received 123 responses from 12 countries. 106 (86%) were from GCSS LWA programs. In terms of growth markers for organizational change, respondents were asked to respond to questions of perception of how they are performing against key metrics since they started working with the GCSS LWA. In terms of services and beneficiaries, across the board our partners reported an increase in services reaching more beneficiaries. Length of support had no bearing on this result. In particular, our partners report an increase in their ability to meet the needs of women and girls – at a rate of 69% of organizations indicating this increase.

The length of time an organization receives OD support proved to have an impact on key growth indicators. For example, organizations that were OD targets for more than four years (75%) or for less than one year (82%) overwhelmingly reported they were able to have more paid staff. There was a similar trend with respect to the number of funding sources and annual revenue – new partners and long term partners reported increases in both at a higher rate than do organizations who are mid-length targets of support from Counterpart.

Across the GCSS LWA portfolio our teams have seen substantial growth among partner organizations that are appreciative of the OD support and recognize the benefits to their organization. In Burundi the project staff noticed significant improvement in the quality of grantee reports as a result of training and technical assistance (TA) through the Youth for Peace-Building in Burundi (Y4PBB) initiative. In Papua New Guinea, the project team learned that by focusing with each partner on the production of the initial deliverables required of each grant (i.e. Work Plans, M&E Plan, OD Action Plan, Training Schedules), WPBI was able to simultaneously help develop each subgrantee's planning, monitoring, and reporting skills, increasing their overall grant management capacity. This assistance and the subsequent increase in grantee capacity was widely acknowledged, by both the grantees and the other organizations and donors in Bougainville, to be one of the most positive and noticeable outcomes of the WPBI program.

In Malawi the project team was able to convert assessment findings into strategy when they realized that program leaders and managers lacked a clear understanding of the financial management skills and knowledge to be effective minders and planners of organizational and project budgets. This was a common gap prioritized by partners and required urgent attention to ensure the prudent management of donor funds. Supporting The Efforts of Partners (STEPS) organized the training workshop Finance for Non-financial Managers to provide leaders and program managers with practical knowledge of the basic concepts of prudent financial management and an understanding of the financial accounting processes that are critical to successful leadership. Specifically the training focused on financial planning, financial statements, chart of accounts, fund accounting, internal controls, financial policies and procedures and

Donor reporting. The training was practical in nature as it was a combination of lectures, case studies and expert discussions that provided applicable skills and encouraged participation and learning.

Through our OD work we have found ways to be effective with partners in closing spaces. In Sudan we managed the majority of the CSDP's life of project off-shore. After an off-shore training in strategic planning, 16 of the 18 participants returned to Sudan and held follow-on meetings with leaders and peers within their own organization and developed revised strategic plans using the tools provided during the training. This was largely due to the practical nature of the workshop and the strong desire of partners to do anything for their communities.

Innovative Mobilization Practices to Create Safe Spaces for Civic Engagement

Getting the right stakeholders as well as enough people focused on a key governance issue or practice is essential for promoting any sort change in the DG sector. It requires being both strategic in whom you engage as well as broad enough to achieve critical mass and deeper ownership in the population. In the PACE program in Lebanon several noteworthy mobilization and engagement practices were established. CitiAct used a combination of traditional and unconventional rapid assessment techniques to gauge citizen perceptions and inform its community activities, including focus groups, key informant interviews, and "street boards," which consisted of placing large white boards posing one or two questions in a busy street and asking passers-by to write their responses. Street boards erected in the Chiah/Ain El Remmaneh area generated buzz about the project and dozens of responses to two questions posed by CitiAct: "how can we remove sectarianism in Lebanon?" and "what do you expect from your municipality?"

Also, under PACE, the Independent Activist mobile app was launched. The first civil society news mobile application in Lebanon and the Middle East. In addition, CitiAct staged a "flash mob" at City Mall, a shopping center on the outskirts of Beirut, to raise awareness and interest in the subject of cross-confessional understanding. This grassroots activity provided an opportunity to foster team-building and spread its message of peace and coexistence. The event was filmed and CitiAct used the footage as part of training in videography and film editing so participating youth could apply their new skills. The program also implemented a series of six live televised debates filmed on location across the country, covering issues related to the themes targeted by program. Each episode lasted two hours and featured 50 participants, primarily youth and civic activists. After every episode, MTV followed up on the implementation of solutions to citizen concerns through creation of local advocacy teams and news coverage of their efforts.

Under Y4PBB in Burundi the project organized "Exchange Days" that were advertised in the target communities. At these sessions attendees discussed promotion strategies such as placement for printed posters, radio messaging, and other activities. These techniques led to significantly larger turnouts at ensuing events and represented a significant learning opportunity for representatives from the other Communes.

For IPACS II in Afghanistan, the project worked with its established Legal Framework and Accountability Working Group, along with other principal umbrella CSOs, to foster exchange of experience on civil society accountability toolkits and self-regulatory mechanisms. These interactions focused on relevant CSO accountability topics, such as government regulatory environment, CSO code of conduct and CSO financial sustainability activities. As an innovative twist to a fairly standard practice, the team was able to build community trust by facilitating dialogues on civil society and Islam which increased understanding of the role of civil society. Coordination with relevant ministerial offices,

including the Ministry of Hajj – proved essential in forging a path for their community, regional and national level civic dialogue activities. The IPACS II team trained community dialogue facilitators hired by its CSO partners in each locale to gain immediate access and trust among local leaders, council members, government officials and citizens. This may seem mundane but is often overlooked in contexts where local talent may be difficult to secure.

Armenia’s CSLGSP was a vehicle for direct citizen engagement through community development (CD) activities. This outreach and mobilization practice resulted in 42 strategic plans developed and implemented through the local government (LGs) and with the participation of engaged citizens. These developments resulted in a better quality of life for a population of over 383,000 citizens. Over 250 community led initiatives resulted in renovated libraries, reopened art schools, new playgrounds, revamped preschools, improved street lighting, and many other improvements through cost-share grant opportunities and community led initiatives.

In Bangladesh, The Leadership Development Program (LDP) introduced “Idea Labs” which became a means of promoting peer learning and exchange space Idea Labs as well as “Leaders’ conventions”. These platforms provided an opportunity to exchange best practices, lessons learned, and identify ways to further promote the idea and practice of community engagement and leadership. Also, LDP used Community Score Cards as a way to mobilize, focus and drive the conversation with local government regarding services quality and service provider accountability to local communities. Local government in turn used the results to share with other government service providers to encourage them to give better services by sharing them with the relevant people of the respective institutions.

One of the main activities under YLP in Tajikistan was building the leadership potential of youth and preparing them for advocacy initiatives on the level of the target communities, regional and at the national level. This attempt was fulfilled through development of “Youth Charters” which were used as a resource in promoting local and national advocacy initiatives with relevant stakeholders to ensure the continued civic and political participation of youth.

A number of lessons learned emerged from the mobilization practices for civic engagement. For example in Cameroon’s Strengthening Civic Engagement (SCE) program, a lesson learned related to both grant-making and elections-focused programming was to increase the implementation period of the grants, anticipating unexpected factors such as changes in the electoral calendar. As much as possible, the team there learned to avoid focusing the whole program on the electoral calendar. Instead the team made sure to focus the program on the electoral process, including political participation, which is more open and faces less time constraints.

A lesson learned from PACE in Lebanon underscores the importance of engaging university students despite the administrative hurdles of working on university campuses. This required the team to take a flexible approach to reaching students both on and off campus. Moreover, the arts and interactive theater proved effective awareness-raising tools, particularly for reaching people who are not easily drawn to more traditional outreach methods. Among the lessons learned from this activity are that public space issues resonate with Lebanese citizens at the grassroots level and touch directly on local governance and corruption issues. Also, the use of citizen reporting tools to foster public accountability were effective and popular in the Lebanese context, especially among youth, who are largely “connected” with social media and web platforms.

From the CSA program in Ecuador lessons learned from a dialogue series included ensuring that all

facilitation was done by a third party. Dialogue is only the first step of a longer process of change for legislation effecting Civil Society. There must be dialogue processes with multiple arms of the government, not only the most immediate office, and it is best to open the field for nationwide participation of CSOs.

Network and Coalition Building

Network development was not a major focus for the GCSS LWA. In fact, only five programs had any sort of indicator related to networks. In India under the Garima project we were tasked with building up a community based network for women's health issues. In Azerbaijan we drew from our network of women leaders to push for them to have a more formal role in Azeri society. In Sri Lanka, Ecuador, and the DRC we are committed to supporting new and existing networks toward a stronger civil society. However, looking beyond the indicators, supporting networks and developing networks and coalitions is a practice that can be found programs across the GCSS LWA. In all fifteen programs documented support to and results of networks and coalitions.

In fact, in a 2015 survey of partner organizations, our coalition and networking building services were seen as a strength, with 76% of organizations reporting an increase in their participation in networks and 68% citing stronger leadership positions in coalitions. Further, none of our partners reported a decrease in networking activity or leadership. *"We are now working with other CSO partners, getting to better know each other and sourcing expertise from each other. We never did this before. Buin District Women's Federation, Papua New Guinea."*

As a result of GCSS LWA support, networks of organizations are accomplishing more together. In Cameroon a group of CSOs launched the manual entitled "How to prevent and combat corruption in Cameroon" to representatives from political parties, civil society, the media and local authorities. The manual discusses roles, responsibilities, and means for preventing pre-electoral, electoral and post-electoral fraud. In closing spaces like Sudan, CSOs are looking to one another for support and reinforcement of position and skills with youth groups using What's App groups to stay connected and broader CSOs coming together to form the Sudan Civil Society Leadership Forum.

Networks and coalitions were most active in promoting policy reform and coming together for a variety of advocacy campaigns. Existing networks like the Youth Network for Civic Activism in Lebanon and the Northern Province Fisheries Peoples' Union in Sri Lanka were supported to expand their membership base, voice in policy work, and speak up for their members. In many cases, target organizations of GCSS LWA programs were a cohort behaving much like an



YOUTH NETWORKS IN HONDURAS

CAP has invested great efforts and resources in providing training to young volunteers to improve their organizational skills, such as building effective teams, the use of local resources and the promotion of sustainable community development. Most program participants have projected their personal growth in their self-confidence, leadership skills, and participation within the networks. As a result of these learning processes to strengthen the Youth Networks, IMPACTOS has achieved the following:

- Raised awareness on the importance of social issues, environment and health.
- Increased youth participation in the process of identifying and implementing initiatives based on the needs of their community.
- Developed Youth Action Plans with the participation of members from the Youth Networks.
- Youth participated in the planning and development of community service activities (fairs, cultural and sporting events, community clean-up activities, etc.) involving 961 people (370 male and 591 female) who volunteered during the different activities.
- Youth involved in the development of social campaigns on relevant issues such as health and violence prevention reaching over 1,110 people.
- Mobilized 627 people (276 male and 351 female) who participated in the development of community integration activities.
- Policy proposals elaborated with youth participation, one in Tegucigalpa and one in Santa Rosa de Copan.

informal network. Such was the case for the 19 key partner CSOs in Afghanistan who, in turn, each had regional networks of 15-20 CSOs for a nation-wide network of nearly 400 civil society groups working in concert to promote community dialogues, generate information and support for policy initiatives, and generally promote the role of civil society in affecting daily lives at the community level.

As a result of coalition building, GCSS LWA-supported groups were able to introduce and see the adoption of amendments to improve the Youth Policy concept in Kazakhstan. Over four consecutive years, 1,500 representatives of CSOs from over 100 communities throughout Armenia gathered to develop and present 238 recommendations and legislative bills to the National Assembly (NA) Standing Committees resulting in nine legislative initiatives passed into law. In Chad, the civil society transparency coalition produced radio and TV messages and debates on resolution of electoral conflicts as well as “In Peace” a song featuring ten Chadian artists promoting peaceful elections. PEACE radio messages were broadcast through 14 radio stations, including Chadian National Radio, reaching approximately 9.8 million people in one year.

Capacity Building of Leaders through Training

Though the desire and need for change may be intuitively understood in a community or constituency, it is critical to ensure that those whom a program mobilizes and those in government who engage with leaders in civil society have the knowledge and skills to act responsibly. Across the programs a wide range of useful training practices were carried out and the methods for developing those training honed. For instance, in YLP in Tajikistan, grantees launched a series of weekly afterschool activities that were built upon the recommendations made at focus groups and laid the foundation for the program’s informal civic education courses and summer camp activities. To ensure the target population of youth were equipped with knowledge and skills, YLP focused on simplifying the language of the courses and conducting a gender assessment of the course handbook and after-school activity guide. Simplification of the language was required because of the different educational backgrounds of the participants, the quality of public schools that participants attended and the variety of languages spoken by the minority groups. The gender assessment was an important tool to see how inclusive the course and materials proved to be in terms of gender mainstreaming. Based on the results of the January 2014 gender assessment by Counterpart, YLP civic educators participated in an online training-of-trainers (TOT) session on inclusive learning and teaching methodologies, including instructions to make activities more participatory and determine ways to increase gender sensitivity in the classroom.

In Sri Lanka, capacity building workshops for women were designed around identifying issues the participants face at the community level and using those groups of women to find solutions. In particular, the trainings focused on the role of community leaders in identifying issues and facilitating suitable responses. The participants used community appraisal instruments during the workshop so they could then return to their communities to identify and prioritize the issues women faced. Following evidence-based best practice, the YLP project administered knowledge, aptitude, and practices surveys over the life of the project. Participants were asked a number of questions which helped define awareness not only of their local decision-making institutions, but also understanding how decision-making should be participatory, inclusive and democratic. The training program based on interactive and experiential teaching practices lead to a solid increase in the awareness around women’s rights and gender equality among both male and female cohorts.

Some examples of improvements made to the civic education materials and course based on recommendations by participants and testing results included revising the module on religion to be more culturally appropriate, offering separate courses to youth between the ages of 13-15, and 16-17 age

ranges, adjusting the language used to describe and define terminology to make it more accessible, added an explanation of a leader and leadership as the term has many assumptions underlying it, adapted the examples and role plays to local context and integrating gender-sensitive and inclusive teaching methods.

From PACE in Lebanon, a local partner took an innovative approach to the capacity building of journalists by fostering the transfer of skills among journalists from other media outlets. This was innovative as competition among mainstream media outlets was fierce and polarized along political lines, so this type of collaboration was previously unheard of. By using media professionals as the trainers, the project stood out from previous social media trainings because the trainers could “speak the language” of journalists and understand the inner workings of the media world. At the same time, they were able to convey this intimate knowledge to civic activists so that they can better understand how to reach out to media professionals and capitalize on the increasing convergence between social and mainstream media.

Connecting Leaders and Organizations for Change

Civic engagement with the aim of achieving change at different levels of governance requires leaders and organizations to connect and grow their influence through networks. This programming insight was demonstrated across all of the programs and a core practice that manifested itself in many creative and effective forms. Even in restrictive environments such as Sudan, alumni of the CSDP project established the Sudan Civil Society Leadership Forum, an inclusive and open-ended space for civil society from varying points of view in all of Sudan’s states. The objective of the group was to create an opportunity for various Sudanese civil society groups to meet, share experiences and visions, and appreciate the diversity of their backgrounds. The Forum’s meeting served to deepen the understanding of the role of civil society within the larger landscape, introduce initiatives for building partnerships and coalitions amongst civil society and sustainable support networks for CSOs committed to fight against the the violation of governance principles and promote a civic engagement approach with local government to bridge the gap between government and CSOs.

Likewise in Equador under the CSA program, a group of 30 CSOs from various cities formed the Promoters Group which played a major role in the implementation of the National Dialogue Initiative – *Pacto Etico* – that promoted the seven themes of Citizen and Political Participation; Environmental Rights; Rights and Freedoms; Strengthening Rule of Law, Democracy, and Institutional Strengthening; Freedom of Expression, Association, and Media; Transparency; and Rights of Disenfranchised Groups.

Effectiveness and Significance of Civic Engagement Activities

Change in civil society space is often incremental and subtle. Space maintained or widened for civic engagement is both relevant and noteworthy in a given context. In Cameroon under the SCE program, a local organization, APDC, was recognized for their work in civic education and engaged by the ELECAM to provide civic education services for the agency. In Kazakhstan under KCSS, a group of concerned CSOs that had been mobilized and convened under the project formed a coalition to further their advocacy campaign aimed at the city of Almaty to activate citizens’ involvement in local decision-making. While in Lebanon, the Lebanese Center for Active Citizenship was able to secure the commitment of the local mayor to cooperate on issues related to municipal budgeting and local development, topics traditionally not open to public discourse. In Burundi, a local CSO, Union for the Promotion of the Batwa (UNIPROBA), reported that community leaders had previously been unaware of the idea that they could challenge the Commune Administrators regarding the allocation of budgeted funds for community development programs, and advocate for priorities that they felt would be more appropriate. This is precisely the sort of change that the grant was intended to bring about, empowering members of the community, while holding government officials accountable to the needs of the

communities they serve. By developing these relationships with the local administrators, and seeing them as peers with whom they can engage, rather than simply unaccountable government representatives, there is a genuine opportunity in these communities for effective leadership that responds to the needs of the community in question.

At the national level, IPACS II in Afghanistan secured the endorsement of all eight presidential candidates and 712 provincial council candidates on the pledge letter in order to keep them accountable to Afghan civil society once elected. To further support CSO’s advocacy efforts, IPACS II successfully facilitated critical civil society engagement in the 2012 Tokyo Conference on Afghanistan and the ensuing Tokyo Mutual Accountability Framework process. Local organizations supported by the program successfully formulated Afghanistan’s National Youth Policy. By facilitating stronger interaction between the Afghan Parliament and CSOs to engage on specific policy issues, the program was able to support the engagement of Afghan CSOs to review the annual budget. The result was a detailed budget analysis that was then used extensively by parliamentarians to review the Afghan Fiscal Year 1392-1393 budgets while also serving as an important tool used by the CSOs to hold the government accountable to their needs. IPACS II actively supported the collaboration with the relevant ministries to reform the NGO and Social Organization (SO) Law, promoted the establishment of legal and fiscal incentives to encourage private support for civil society programs, and initiated the development of newly proposed Volunteerism and Foundation Laws.

Likewise, under the YDP program in Tajikistan, a Youth Conference resulted in recommendations being made to the existing youth-related legislation. Within a year, the parliament made amendments per these recommendations to the Law on Youth and State Youth Policy in Tajikistan. The changes to the law included articles on more effective inclusion of youth in the social, economic, cultural and political life of Tajikistan; development, coordination and promotion of volunteerism among youth; and encouraging youth participation in implementation of state youth policy.

In Burundi’s Y4PBB, UNIPROBA reported that community leaders had previously been unaware of the idea that they could challenge the Commune Administrators regarding the allocation of budgeted funds for community development programs, and advocate for priorities that they felt would be more appropriate. This is precisely the sort of change that the grant was intended to bring about, empowering members of the community, while holding government officials accountable to the needs of the communities they serve. By developing these relationships with the local administrators, and seeing them as peers with whom they can engage, rather than simply the unaccountable government representative, there is a genuine opportunity in these communities for effective leadership that responds to the needs of the community in question.

| প্রাথমিক/সূচক | অক্ষয়তা (১-৫) | জরুরীয়তা (১-৫) | স্বাস্থ্য (১-৫) | সমসংস্কৃতি (১-৫) | দায়িত্বশীলতা (১-৫) | স্কোর |
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| প্রাথমিক বিদ্যালয় | ৪ | ৬ | ৫ | ৪ | ৬ | ২৯ |
| কমিউনিটি ক্লাব | ৫ | ৪ | ৬ | ৪ | ৪ | ২০ |
| বৃক্ষ আধিক্য | ৪ | ৬ | ৬ | ৪ | ৬ | ২৭ |
| জল আধিক্য | ২ | ২ | ০ | ০ | ২ | ০৪ |
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Photo 1: Findings from a Community Scorecard Assessment

A Community Score Card (CSC) proved to be an effective good governance tool to monitor services of a given public institution in Bangladesh under the LDP which trained community and youth leaders how to use the tool as part of their leadership development curriculum. See Text Box “Story of Civic Engagement that Works”.



A STORY OF CIVIC ENGAGEMENT THAT WORKS

Leaders trained under the LDP program in Bangladesh used the results of a Community Score Card (CSC) tool as a launching point to monitor services in their community and advocate to local providers for better services. The UDFs applied this tool to assess the quality of services and governance of their Union Parishad, Community Clinic, Agriculture Extension Office, Educational institutions, and Land Office. The key areas that they looked at and assessed were participation, access to information, accountability, transparency and responsibility.

For example, in one quarter of the program, out of the 49 CSCs, Union Land Offices received the lowest score with an 8 out of 25. Union Land Offices administer public land and manage abandoned and vested property. The office updates maps and land records between surveys and sets and collects land development tax. It is also formally responsible for the implementation of land reform legislation and the implementation of landowners' rights. Each CSC represents the opinion of people from three wards. Hence, the result represents the reflection of people's perception from 147 wards. These CSCs were conducted in all five IP working areas, which represent 16 land offices. Citizens identified a lack of accountability and lack of access to information as the main issue of the Land Office. These findings were shared with the local land offices in the presence of local stakeholders while seeking advice on how UDFs can lend support to improve the situation.

According to Land Office officials, shortages in personnel and insufficient logistics support stand in the way of them being able to provide adequate services to the communities. One of the outcomes that was quickly implemented was that in 10 unions, the Union Parishad (UP) chairmen hung citizen charters, which describe the services provided, in front of the Land Office so that citizens can inform themselves of what is available to them. Land Office executives also took into account and committed to addressing the resource constraint and the need to create more awareness on what they provide their citizens.

One of the immediate outcomes following the assessment and feedback is that a number of the UP chairmen hung citizen charters, which describe the services provided, in front of the Land Office so that citizens can inform themselves of what is available to them. Land Office executives also took into account and committed to addressing the resource constraint and the need to create more awareness on what they provide their citizens.

Technical Leadership Activities

MATADOR

The first technical leadership activity conducted under the GCSS LWA was the MATADOR initiative. Many of these activities were focused on increasing or improving messaging and access to information using mobile technologies and new media tools. Interventions were conducted from 2009 – 2012 in Zimbabwe, Bosnia and Herzegovina, Peru, Benin, Nicaragua, Serbia and Venezuela.

Zimbabwe

MATADOR provided much needed technical leadership in Zimbabwe where MobileActive.org, Counterpart's partner in implementing these activities, was able to upgrade the messaging capabilities of

the Movement for Democratic Change (MDC) in a restricted media environment, and to assist MDC to refine their online communications strategy. MobileActive.org worked with MDC's Information and Publicity Department to create and strengthen two new media communications channels: the Interactive Voice Response (IVR) audio news service and short message service (SMS) bulk messaging service. The MDC gained clarity during the consultancy about the importance of strategic messaging in a restrictive environment, as well as understanding different audiences and the various channels to reach those audiences. Prior to the engagement MDC's messaging was lengthy and bureaucratic, which did not resonate with their target audience. Post-engagement messaging had greater coordination and message discipline in compelling and accessible language. As most Zimbabweans lacked internet access, other avenues were necessary to reach the target population, including mobile messaging, print and possibly radio.

By the conclusion of the consultancy, a full prototype of the IVR system with audio for testing and refinement of the content had been completed, with a majority of the content in English and Shona produced, including testing the system with hardware on loan from a local NGO. Technical assistance continued post-consultancy as the hardware arrived after the team's departure. Rapid SMS was installed on a second server, and staff trained on SMS blasting/broadcasting and developing appropriate messages.

Bosnia and Herzegovina

The intervention in Bosnia and Herzegovina worked with Center for Civic Initiatives (CCI), utilizing new media tools to reach young urban voters in advance of the December 2010 general elections. With the rise of nationalism and hate speech, CCI utilized new media tools to bypass traditional media and reach young urban voters, which represent the largest non-voting group in Bosnia and Herzegovina. There were two overall activities that this consultancy focused on: assisting CCI to develop an online communications strategy that focused on citizen-centric communications and community-building and improving CCI's government performance website.

As the first phase of this intervention, the senior leadership of CCI was introduced to advanced new media concepts, such as open data, advanced data visualization, crowdsourcing, citizen engagement and providing comparable information on candidate's issue positions. In addition to this, the consultant reviewed and provided feedback on CCI's public website and discussed potential technology and tools for the site.

The activity also succeeded in developing a new, high-level online communications strategy for CCI that emphasized citizen-centric communications and community-building. This included placing a significant emphasis on personal, action-oriented email campaigns. In its own planning, CCI devoted little attention to email, planning to use it only for a newsletter.

CCI made changes to its government performance website to provide neutral information and analysis rather than issue advocacy on this site. The government performance website will be a platform to promote open and accountable government. For example, CCI might post items to this site calling for parliament to release an electronic record of floor debate, but will not use this site as a platform to advance CCI's policies on employment. CCI will use the data from this site to advance issue advocacy in other platforms. CCI will feature the government data more prominently on the front page and will create a summary page for institutions, members and laws that provides interesting visualizations of the data that

begin to tell stories about government performance and encourage competition between entities and politicians to perform better.

As a result of these changes the government performance website will be more likely to succeed and will be a useful tool for citizens. The modified site is a better fit for CCI's staffing and does a better job of leveraging the valuable information that CCI is already collecting. It makes progress toward citizen-centric communications and data presentation, setting a positive example for communications beyond reports.

The open data approach adopted by CCI was a significant accomplishment of the MATADOR project. The data contained in the government performance website is powerful data for other advocacy and oversight efforts. By unlocking this data, CCI makes possible a range of activities that would have been prohibitive otherwise. CCI also set a precedent for data distribution that will hopefully be adopted by other NGOs and by government. Future efforts to assist groups to utilize this information may be necessary to fully realize the potential of this decision.

Peru

The consultancy in Peru worked with Transparencia to provide technical innovation and access to new media tools to tap into a broader audience. This consultancy was successful in defining the main objective of the new website, creating a tagline for Transparencia, "*Trabajando para el fortalecimiento de la democracia*" (Making Democracy Stronger). This activity succeeded in transforming Transparencia's website from one that was predominantly used for data storage to a service platform that captures data such as rapid vote count, which allowed visitors to the website to get to know the candidates better. Transparencia also started utilizing Twitter, Facebook and Flickr to inform their constituency about upcoming activities. Improved analytics on the website allowed them to track data more clearly. The final website after the consultancy included a clean and simple navigation menu, an enhanced footer that clearly displayed Transparencia's mission, contact information, and links to their social media sites. The redesigned website is available at <http://www.transparencia.org.pe>

Benin

The intervention in Benin worked with FORS-Elections and CitiVox in advance of the Presidential elections. FORS-Elections was formed to educate the public about the electoral process, conduct election monitoring, and to put pressure on the government to ensure that all citizens are registered in time for the elections. Elections in Benin were postponed twice prior to this activity. Low internet penetration in Benin was a cause for concern, as well as the fact that FORS-Elections had only two paid staff, and that the senior staff viewed social media negatively, as something only for the young.

Volunteers were recruited and trained prior to the elections. 300 trained observers were deployed to 12 provinces and 77 sub-provinces around the country. Two groups of trained observers were curating incoming reports from 5am until the voting stations closed. CitiVox was used to receive, tag, curate and publish SMS reports from organized election observers. A public site displayed real-time information of the published reports along with some statistical analysis: frequency, trends, location and distribution.

During the course of the elections, more than 2,000 reports were received via SMS. Data analysis identified regions with highest volume of incidents and trends. Based on data received, only 10.61% of polling stations opened on time, and just over 68% had all of the necessary material. Almost 9% of polling stations had confirmed incidences of violence.

Nicaragua

The consultancy in Nicaragua worked with Movimiento Juvenil Nicaragua (MJN) in advance of the 2011 Presidential and 2012 Municipal elections. MJN is an organization devoted to youth that needed updated communications mechanisms to reach its target audience. This activity aimed to develop the capacity of youth leaders to use new media in a tactical manner, especially the use of SMS messaging, digital video and social media – primarily Facebook, as well as enhancing communications and outreach to selected audiences to position youth leaders as relevant social and political actors in Nicaragua. MJN has a small paid operations team that includes an Executive Director, Communications leader, and two outreach leaders. Other staff are volunteers with defined activities but sometimes irregular participation on campaigns and communications activities.

When the consultancy began, MJN's communications strategy included one FM radio spot per week which was expensive, an out-dated blog with one entry, a Facebook account with 1,000 followers but no strategic use, and a Twitter account that was not being utilized. The MATADOR consultancy aimed to strengthen MJN by working on four main areas: ICT infrastructure; staff capacity building; communication strategy and communication processes. The consultant designed and deployed a new website for MJN (www.mjn.org.ni) which the communications staff will update regularly, along with monitoring social media communications activity and reaching out to key youth stakeholders regularly through SMS. In addition to these new steps, the team planned to review the communications plans on a weekly basis, as well as identify the use of new media for advocacy, social communication and community engagement, including tools not deployed like crowdsourcing reporting in maps and Twitter.

Serbia

The activity in Serbia set up a whistle-blowers platform for the Serbian newspaper *Juzne Vesti* (South News) that collected tips and material from anonymous sources regarding corruption in the Southern part of Serbia. The platform was integrated into the paper's main website and heavily promoted through all of its online and social media channels. The technical architecture of the site is based on a customized version of GlobalLeaks, a platform that aims to provide high levels of security and anonymity. The whistle-blower site needed to be run on two servers in order to function properly. One server is running a software suite called Tor Hidden Service, while the other runs software called tor2web that allows users to access the site anonymously. The tor2web component was run on the juznevesti.com server, which only required them to buy an SSL certificate and an extra IP address.

In a departure from the usual three weeks of on-site training provided by the MATADOR consultancies, the Serbian intervention utilized shorter-term site visits combined with distance training. The *Juzne Vesti* team was trained on the use of Tor and on how to use cryptography software (PGP, Jabber + OTR). A security assessment was completed and security gaps that were identified were remedied.

Venezuela

Activities in Venezuela provided technical assistance to a local organization for the creation of an election reports center in advance of the October 2012 Presidential elections cycle. This center allowed citizens to report irregularities and human rights abuses. The consultancy designed and developed computer tracking software, and in the case of human rights violations, assisted volunteers to follow-up on cases that required legal assistance or support. This activity also created a platform to allow organizations to publicize reports of voting irregularities on their websites. Information from all network participants fed into an umbrella site that centralized and summarized the data.

Training workshops were conducted for 85 call center volunteers. Trainers conducted sessions with the local organization's leaders to define the basic necessary system configuration, incoming report channels, report categories, groups and status. The team also conducted the public site beta-launch for training workshops and created a number of operations documents including a report response, system user steps and report management protocols, response template layouts for e-mail, twitter and call center and user operation training manuals. A number of emergency protocols were put into place, including protocols so the beneficiary team would know how to react in the event of a physical attack on the call center, how to handle denial of service attacks or other attacks on the project's online site and report management platform.

A reporting tool to track reports of human rights violations was configured, tested and launched. A shadow site was created as a back-up in the event of a denial of service or other cyber attacks on the primary site. The consultant also delivered an information sharing platform to the beneficiary that allows users to upload and download reports from a common platform. The platform included a map and bar graph dynamic visualization engine that shows in real time all reports filtered by source. The customized platform was created as a secure back-up site for the Ushahidi primary platform that the beneficiary shared with partners prior to the elections. The beneficiary's partner organizations news feeds were fed into the site in real time using RSS. The citizen reporting system was Venezuela's main reporting platform on election day. In total, 1,911 reports were received by the system, and 1,498 were made public on the website.

Social Media Guide

Counterpart worked in close coordination with USAID over the course of one year to develop a Social Media Guide aimed at assisting local Civil Society Organizations to increase their social media presence securely and with strategic messaging. The goals of the Guide included: to integrate and use technology to promote democracy, human rights and governance; to utilize social media to support greater citizen participation and transparent political processes; and to strengthen mutual accountability among CSOs, government institutions and citizens by creating real-time and direct interaction and organizing. The Guide included an introduction to social media and its role in development, popular social media platforms, including global and regional platforms, how to build your constituency and measure impact, and important security and privacy concerns around social media.

The Guide, which was also translated into Spanish and Dari, also included a Glossary to define approximately 90 common social media terms, an Appendix with online resources and tools, including tools for social media management and analytics. Also included in the Guide were six case studies on how social media contributed to greater citizen participation. The first of these included the use of Twitter and Facebook in Nigeria to establish a Social Media Tracking Center to monitor election related posts. The campaign led to increased transparency in the election process and the documentation of multiple fraudulent incidents at polling stations throughout the country.

The final products included a Social Media Guide PDF, USB and a hard copy/Flipbook. The Guide was internally launched at the DG Officers' Training Workshop on June 24, 2014, at a brown-bag at USAID on June 26, and the full public launch was held on June 30 on Social Media Day. Counterpart announced the publication of the Social Media Guide on its Facebook page, with nearly 3,800 people reached and 131 likes, comments and shares. Counterpart also joined the conversation on Twitter around the Social Media Guide, through #SMSGuide4CSO, which reached an estimated 116,650 accounts.

Civil Society Innovation Initiative Workshops

The concept for the Civil Society Innovation Initiative Workshops arose out of the co-creation workshop in Istanbul, Turkey, in November 2014. These regional workshops went into greater depth on the products created in the original meeting in Istanbul. The objectives for each workshop were to enhance each regional prototype concept with concrete and specific feedback from participating stakeholders; map region-specific challenges and possible opportunities that will impact civil society development and/or the creation of regional hubs; map existing networks, regional organizations and resources that will accelerate the creation or strengthening of regional hubs; and survey the landscape for short and long-term financial resources in the form of impact investing, social enterprises and philanthropic initiatives in support of the regional hubs.

Counterpart and CIVICUS worked collaboratively to implement these workshops, with the Donor Coordination Group including USAID, Swedish International Development Cooperation Agency, the Aga Khan Development Foundation and the Open Society Foundation. Workshops were conducted in Panama City, Panama, Dar es Salaam, Tanzania, Istanbul, Turkey, Dakar, Senegal, Bali, Indonesia, and Rabat, Morocco. The three-day workshops included approximately 30 civil society actors from diverse geographies within the region, and provided an open, innovative and collaborative forum for discussion designed to capture regional input, additional ideas and existing resources using the CSII concept note as

a springboard for specific planning of each regional hub. Participants were selected based on their individual and organizational records of impact in advocating for civil society issues. The outputs for each workshop included:

Analysis: Civil Society Mapping/Research
Capture: Full transcripts of workshops
Synthesis: Framework documents (blueprints) of regional hubs
Engagement: Google community for each region, along with social media content
Champions List: Each workshop allowed the DCG/Counterpart/CIVICUS representatives to generate a list of presumed regional champions, based on their input at the workshop, demonstrated initiative post-workshop to remain engaged, and ability to contribute proactively by taking the process further in their regions.

The culmination of the workshops and the regional co-design process was the New York Inter-Regional Workshop event, which coincided with the 2015 United Nations General Assembly week in New York City. Held on September 24-25, 2015, the event was the first time an inter-regional cohort comprised of the regional champions gathered to engage in a deeper conversation intended to put in place critical pieces of a process designed to assist Counterpart and CIVICUS formally launch the incubation of the hubs. The meeting focused on cross-sector collaboration, innovative approaches to the hubs' operationalization, and inter-regional communication and collaboration.

Using the Framing Documents (blueprints) and full transcripts of the workshops already available, CSII began to informally support champions' engagement through pre-New York Inter-Regional Workshop calls and virtual engagements to encourage greater regional consultations and additional conversations in each region. Each regional hub's champions and leaders will set a singular vision and mission for their hub, to ensure that the program adheres to the principles of agility and responsiveness. At the conclusion of the New York Inter-Regional Workshop, the regional champions were charged with continuing a formal process of intentional and in-depth consultations and further co-design at the regional level.

Technical Guide for Youth and DRG Programming

The goal of this technical leadership initiative was to enhance the effectiveness of Democracy, Human Rights and Governance (DRG) programming, which includes the areas of Leadership, Organizations, Civic Education, and Voice and Civic Engagement, with a specific focus on youth, by strengthening the knowledge and skills of USAID field officers and other staff in the design, management and creation of evidence-based evaluation of youth programming.

The two primary objectives were: the identification of current evidence of what works or does not work in Youth and DRG programming as well as a prioritization of critical knowledge gaps that need to be addressed through the DRG Center's Youth and DRG Learning Agenda; and the creation of technical guidance and analytical tools to assist USAID field officers in designing, managing, and implementing evidence-based youth programming and in integrating youth development principles and approaches into general DRG programs.

Counterpart International engaged three academic specialists as members of the Research Team: Bill Dunn, Evaluation Specialist; Melissa Thomas, Policy Specialist; and Loubna Hanna, Sociology and Youth Development Specialist. Counterpart worked with USAID and the researchers to finalize the research questions for the four focus areas of Leadership, Organizations, Civic Education, and Voice and Civic Engagement.

The research team's efforts culminated with three significant events: peer review of each of the reports, a webinar showcasing the reports, and peer reviews and establishment of a learning site on the Learning Lab platform.

1. The Peer Review: The purpose of the Peer Review was to ensure that the research team's findings were validated to some degree by thought leaders and subject matter experts from the four areas of research and systematic review methodology. (See the table below of the peer reviewers.) Each of the literature reviews done by Dr. Thomas and Dr. Loubna had two reviewers. Dr. Dunn's paper was reviewed by one systematic review specialist. Each peer reviewer was asked to review the suite of papers and then provide substantive feedback from their particular subject matter expertise to the following questions:

- a. How would you assess the strengths of the literature review and/or any areas where it could be improved?
- b. Given the state of the literature, where do we go from here? That is:
 - i. Which of the substantive evidence/knowledge gaps do you think policymakers should address going forward? How do you think these could be best addressed?
 - ii. At the program level, what main conclusions or generalizations from these reviews would you want development practitioners to know, and how should these conclusions be used?

2. Peer Review Webinar – The peer review process included an interactive discussion that was carried out through a webinar hosted by the USAID Learning Lab. Two peer reviewers attended in person and one participated online. All three researchers attended in person and gave a brief presentation of their research and findings. Each reviewer then provided feedback followed by a question and answer session. 46 youth practitioners and specialists participated online in the by-invitation-only webinar. Audience participants posed questions in the chat box, provided running commentary throughout, and posted additional resources.

3. Youth and DRG Site on the USAID Learning Lab – As means of sharing the research reports and to get further feedback Counterpart set up a site on the USAID Learning Lab. The reports, peer reviews, webinar recording and participant-provided resources were posted for those who requested to join the site. A total of 29 people joined over the week that the site was open for gathering feedback on the papers. The reports are listed below:

1. *Youth Civic Engagement, Voice and Civic Education for Democracy and Governance: A Review of the Empirical Academic Literature* by Dr. Melissa Thomas
2. *Youth Organization and Youth Leadership: A Review of the Literature* by Dr. Loubna Hanna Skalli
3. *What We Know About "What Works" in Youth Civic Engagement and Voice, Youth Organization, Youth Leadership, and Civic Education* by Drs. Loubna Hanna Skalli and M.A. Thomas
4. *Evidence-based Youth Programming: Report of a Scoping Study and Systematic Review* by Dr. William N. Dunn

One of the challenges of writing the Guide was that the research revealed more gaps than evidence-based methods and results in Youth and DRG programming. As a result, instead of listing “best practices” from a handful of exemplar programs and evaluations, the Guide focused on providing key guiding questions and considerations for designing and evaluating interventions in this space.

Associate Awards

Promotion of Information and Communication Technology (Turkmenistan, 2009-2014)

The Promotion of Information and Communication Technology in Turkmenistan (PICTT) program was a 4.25 year, \$1 million USAID funded education development project implemented from September 30, 2009 to January 30, 2014. PICTT provided educational institutions, teachers, and students with essential technology tools that enhanced classroom learning and developed participatory educational methodologies through online resource development, teacher training, and the integration of ICT into education. Counterpart partnered with International Research & Exchanges Board (IREX) for this project and worked with its main partner, the National Academy of Sciences (AoS), where the program maintained two centers: The Internet Center for Interactive Multimedia Learning and Training Support Room. The program sought to: 1) Ensure the adoption of ICT in higher education through advocacy, policy support and research; 2) Equip higher education administrators and faculty with skills to meet their professional needs and contribute to organizational effectiveness through ICT; 3) Develop a virtual network that links higher education faculty, administrators, and students with other institutions in Turkmenistan and with regional and international partners and resources and; 4) Foster technological advances that promote educational development and access to free information among higher education students, faculty, and administrators that promote educational development.

PICTT positively contributed to the National “Renaissance” Movement by spurring the adoption of ICT into Turkmen higher education. Over the course the project 2,742 beneficiaries received formal instruction on computers, internet, and software technologies, 5,109 graduate students received individual technical consultations, and 12,073 individuals were able to access free internet. The project was able to reach beneficiaries from over 80% of higher education institutes in Turkmenistan, and conduct program activities in all five regions of the country.

Rule of Law and Reproductive Health Program (India, 2009-2011)

The India Rule of Law and Reproductive Health Program, also known as Garima, was a \$1.7 million project implemented from October 2009 to March 2011 by Counterpart International in partnership with the International Foundation for Electoral Systems. The goal of Garima was to support Indian institutions and civil society to enhance the ability of Indian women to prevent gender-based violence (GBV), enhance their ability to improve their reproductive health and increase their access to justice.

To achieve this goal, Garima worked to strengthen the ability of civil society and community groups to advocate for improved implementation of the Domestic Violence (DV) Act, the Preconception and Prenatal Diagnostic Technique (PCPNDT) Act, and the Prevention of Child Marriage (PCM) Act, or the “three Acts”, influence existing governance and service structures to institutionalize good practices that promote the dignity of girls and women and increase their access to justice and development resources, and build capacities of key justice and health service providers to respond to GBV. Initiatives within the

program focused on Dignity of the Girl Child (DGC), Violence Against Women, and Muslim Women's Initiative.

Garima was able to reach over 100,000 individuals through 10 national gender rights and health awareness campaigns conducted in New Delhi, Karnataka and Rajasthan. Of these individuals, 13,973 participated in trainings on Reproductive Health (RH) and Family Planning (FP), and 24,257 pledged to protect women and children from violence. This project empowered 17,753 women by informing them of their rights under the Protection of Women Against Violence Act, the Preconception and Prenatal Diagnostic Techniques Act, and the Prevention of Child Marriage Act. Over 2,500 Village Health and Sanitation Committees received gender health and awareness training. Garima strengthened 1,025 community-based networks through technical training programs and orientation sessions, increasing their capacity to provide legal information and referral support to victims of GBV. Through this project 93 national- and 69 state-level policy makers were engaged in order to strengthen the implementation of the DV, PCPNDT, and PCM Acts. The project also improved the service delivery of 70 pilot Primary Health Centers. Providers were encouraged to focus on more client-centered, demand-driven, and right-based approaches to their service delivery.



COMMUNITY-BASED NETWORKS FOR REPRODUCTIVE HEALTH – GARIMA

In an effort to strengthen the existing network of referral services available to victims of GBV, Garima partnered with Vishakha, a local NGO with more than two decades of experience in training professionals with a legal and social services background to establish eight counseling centers in Rajasthan to serve as referral points where victims receive psychological and legal counseling, health care services, and financial advice. This partnership resulted in increases in the level of access women have to counseling services, the development of linkages between referral points and government health departments, and the training and deployment of paralegal counselors capable of providing immediate legal advice and support to victims of GBV in target communities.

Garima, through its partnerships with local organizations, strengthened 1,025 community-based organizations (CBOs) that provide legal information and referral support to women facing violence. As a result, 7,900 actions were taken at community level by CBOs and NGO partners against gender-based violence, female feticide and child marriage. The program also achieved a 45% increase in referrals made by Accredited Social Health Activists (ASHAs), expanding women's access to RH services.

Internet Access and Training Program (Moldova, 2010-2011)

From March 2010 through February 2011, Counterpart, in partnership with IREX, implemented the \$170,000 Internet Access and Training Program (IATP) in Moldova. IATP primarily sought to support the transition of the two newest Independent Internet Centers – Tiraspol and Comrat IATP Centers – into self-sustainable community-based information access resource centers. The program sought to 1) Build the financial management, marketing, and revenue generation skills capacity of the Tiraspol and Comrat IATP Centers.; 2) Provide free public internet access to encourage wider and broader use by all demographics; and 3) Conduct ICT skills training for targeted populations in concurrence with the USAID Mission.

This project assisted the two IATP centers with developing innovative services and nuanced outreach strategies to make the centers' services known to community members and to attract broader constituencies to center trainings and events. They offered free public internet access and training to targeted community members, including at-risk youth, educators, civil society organizations, and media outlets. The IATP centers were designed to continue to serve as community spaces for groups to host events and share important information. Eventually they will grow beyond IT training centers into long-lasting community centers. The two IATP centers were able to offer 107 trainings for 878 people, host 47 events involving 1,101 people, and provide technical assistance to 334 individuals. The training participants included students, educators, medical professionals, NGO workers, at-risk youth, government service employees, and others.

Promoting Elections, Accountability, and Civic Engagement (Chad, 2010-2012)

The Promoting Elections, Accountability, and Civic Engagement (PEACE) in Chad was a two-year, \$4.9 million program, lasting from July 2010 until July 2012, that promoted broader citizen participation in democratic processes through peaceful and credible, fair local, legislative and presidential elections in Chad. Counterpart partnered with four organizations to implement the PEACE project: The International Foundation for Electoral Systems (IFES), MSI, IREX, and development and Training Services, Inc. (dTS). The program sought to 1) Strengthen the capacity of the National Independent Electoral Commission (CENI) to effectively administer electoral processes; 2) Improve the ability of CSOs to conduct election and government accountability public information campaigns and 3) Increase the ability of electoral and civic institutions to resolve disputes and mitigate and manage election-related conflict.

In order to achieve its objectives, PEACE implemented activities in three areas: media and radio messaging, CSO capacity building and CSO grants. PEACE provided workshops to a wide range of private and state media in order to validate an election period Code of Conduct for journalists and media and discuss the role of the media in elections. Intensive hands-on trainings were offered to targeted independent radio stations in three cities. PEACE created a handful of voter education material, including a Polling Agents Guide, an Elections Formula Guide, a Voter Education Guide, and an Election Observation Guide for Political Party Agents. In preparation for the elections, PEACE released the song “In Peace” which was designed to use local popular culture to manage and mitigate election-related conflict and to promote peaceful elections and youth activism. The song was popular with the general public, particularly with youth, as evidenced by the fact that it was played by DJs in many dance clubs in N’Djamena and Moundou. 10.7 million people were reached with voter and civic education and conflict resolution messaging produced as a part of this project. PEACE created a civil society transparency coalition that coordinated the efforts of 24 CSOs and CSO networks on joint advocacy campaigns, activities, and shared best practices. The coalition built CSO capacity through trainings on election monitoring, voter rights, and election-related conflict management. The members’ activities led to dialogue with decision makers who rapidly made changes that benefited the Chadian population. Grants were awarded for natural resource advocacy, public procurement, civic and voter education, and electoral dispute reconciliation. Seventy-eight CSOs were trained in advocacy, public procurement and 190 elected officials were trained.



COMMISSION NATIONAL JUSTIE ET PAIX’S BROADCASTED DEBATE

“This is the first initiative in this country to speak publicly of conflict and consider the possibilities of preventing and managing it. It appears necessary to multiply these types of initiatives. Conflicts are the result of a lack of franc discussions. Since religion can spark conflict, it is important to bring religious leaders together to talk publicly and to show that we can live together in peace.” - A Chadian living in France

Civil Society and Local Government Support Program (Armenia, 2010-2014)

The Civil Society and Local Government Support (CSLGSP) Project was a four-year, \$15 million project. The goal of the project was to increase the level of informed and organized civic activism at the local and national levels, along with more participatory, decentralized, efficient and accountable local governance that contributed to a more democratic society. In order to achieve this goal, the project focused on three main components: local government and civil society collaboration; civic participation, advocacy and citizen activism; and facilitation of decentralization and local fiscal autonomy. CSLGSP’s three main

objectives were: 1) Local Government and Civil Society Collaboration: Fostering Participatory Community Strategic Planning for Community Development and Improved Local Democracy; 2) Facilitating Decentralization and Local Fiscal Autonomy and; 3) Fostering Civic Participation, Advocacy and Activism.

Counterpart worked with municipal representatives and active citizens from 13-targeted communities to develop long-term strategic community development (CD) plans. Through training and workshops Counterpart provided partner communities with strategic planning guidelines and tools and worked with them to draft the plans. All of the communities approved the plans and moved forward with implementation. 40 Town Hall Meetings were held in ten marzes throughout Armenia with the participation of more than 3,000 residents. To ensure proper representation of all major legislative issues that Armenian CSOs prioritized, Counterpart initiated group dialogues (Armenian Voices Forums) with national and regional CSOs involving more than 500 organizations. Following the Forums, Counterpart supported the formation of ten thematic working groups that recommended key legislative priorities to corresponding National Assembly Standing Committees. Counterpart sponsored “Legislative Agenda Advocacy Days” to enhance CSO involvement in the policymaking process. In total 79 recommendations were presented to amend 31 legal acts and 9 recommendations have been legislated. Counterpart provided technical assistance (TA) and institutional support to the newly formed Municipal Lawyers Association through an institutional development grant aimed to build the organization and expand its vision. The grant helped to ensure the development of the organization’s three-year strategy, further development of the organization’s management structure and procedures, and supported the development of the organization's financial sustainability and service delivery capacity. Counterpart-funded LG Training Centers provided ongoing training to LGs throughout the country. Local Government trainings were conducted for 127 mayors, municipal staff and municipal council members.

Counterpart International Armenia launched the Armenian Civil Society Index (CIVICUS CSI-RA) project implemented in partnership with CIVICUS Work Alliance for Citizen Participation. CIVICUS,



FOSTERING COMMUNITY PARTICIPATION

“Through this project, we not only gained a playground, we became empowered and added color to our village. This was the first donor project that reminded us that we must also get involved, and that we are the masters of our own destiny.” Valerie Babayan, Principal of Tsiatsan’s Elementary School and CVIG grantee.

through its Civil Society Rapid Assessment, supported CS self-assessments in order to enhance the strength and sustainability of CS for positive social change. Its main purpose was to help CS to better assess its own challenges, potentials and needs in a range of different situations and contexts, contributing to strengthening the evidence base for CS advocacy; providing a platform for CS to identify shared needs; and assisting the planning and strategizing of CS around common challenges and opportunities.

In response to a request by the Human Rights Defender’s Office, Counterpart supported media campaigns aimed at raising awareness on the role of the HRDO, since very often people have unrealistic expectations or are unaware of the work the Office does. Counterpart supported the development of two public service announcements (PSA) regarding the HRD Office mandate and hotline. The PSAs aired on the Public Television of Armenia Network reaching millions of citizens throughout Armenia.

Initiative to Promote Afghan Civil Society (Afghanistan, 2010-2013)

The Initiative to Promote Afghan Civil Society II (IPACS II) was a three-year, \$45 million program, implemented by Counterpart in partnership with International Center for Not-for-Profit Law. IPACS II was a

follow-on to the I-PACS project implemented from 2005 to 2010 that built upon the results accomplished under the initial project. Specifically, IPACS II worked to enable Afghan citizens to more effectively participate in the political process, solve community problems, and demand good governance from their leaders. IPACS II addressed three primary objectives: 1) Improved civil society accountability, legal and regulatory frameworks; 2) Strengthened civil society capacity and sector infrastructure for democratic processes; and 3) Increased citizen mobilization and policy engagement. Upon completion, the program had successfully created a broader, more sustainable civil society infrastructure that effectively advocates on behalf of their Afghan constituencies and their priority issues of concern.

Through a participatory assessment method that resulted in a joint action planning session to develop tailored technical assistance programs, Counterpart has influenced the capacity development of over 370 network CSO partners and has built the core network capacity of 19 Intermediary Service Organizations (ISOs) that are central to Counterpart's work in Afghanistan. Over the course of the project many of the ISOs and CSSCs supported by IPACS II interventions became well known and respected leaders within the Afghan civil society sector. IPACS II disbursed over \$15.8 million in sub-grants to local CSOs during the course of the project. IPACS II actively engaged stakeholders at the community and national level in policy dialogue and reform efforts. Counterpart's key partners held over 1000 community dialogues in which government officials, community leaders, CDCs, CSO representatives, and others identified key policy-related issues and concerns. Through an innovative process, these concerns were documented and elevated to a Regional Policy Dialogue, the results of which were, in turn, elevated to an Annual National Policy Reform Conference (NPRC), allowing community voices to be heard at the Regional and National level, and enhancing civil society's ability to influence democratic policy making.



IMPORTANCE FOR ISOS

"I know this will be a place where I can honestly share my ideas and advice, both on how to strengthen [USAID's] civil society programming and civil society in general." – The Program Manager of the Afghan Civil Society Forum during an Advisory Committee meeting

Counterpart established the *Civil Society Legal Framework and Accountability Working Group*, the IPACS II sponsored forum representing various ministries and CSOs from throughout the country. The Working Group was an integral source of information sharing with regards to the NGO Law and served as the genesis for potential improvements to the law. Counterpart supported a local partner to analyze and provide recommendations on the 1392 budget. The review document assisted the Lower House of Parliament in assessing and approving the budget while also serving as a monitoring tool for media and CSOs to hold the government accountable. In addition, Counterpart implemented budget trainings for the IPACS II key partner CSOs. The trainings were aimed at creating better awareness among the CSOs on the national budget and enabling the CSOs to use the budget as an accountability tool. In order to support governmental efforts to maintain an accurate and publicly accessible online database of registered NGOs, Counterpart published the CSO Directory and printed 3,000 copies in English, Dari and Pashtu. The Directory details information of over 725 CSOs, registered either as NGOs with the Ministry of Economy or as Social Organizations with the Ministry of Justice, from across Afghanistan.

Citizen Participation for Responsive Governance (Honduras, 2011-2017)

The Citizen Participation for Responsive Governance (CPRG) program, known locally in Honduras as the Impactos program, is a six year eight month, \$19.86 million initiative implemented by Counterpart International in partnership with the ICNL and MSI. The program consists of two independent yet intertwined and complementary components: 1) the CPRG component, which aims to increase the

transparency and accountability of public institutions through support for civil society-led initiatives, and 2) the Community Action for Prosperity (CAP) component, which aims to improve citizen and community safety by strengthening local communities' and governments' ability to prevent threats from gangs and narco-trafficking.

The program goal is framed by five programmatic objectives: 1) improved civil society effectiveness to advocate for transparency and accountability of public institutions; 2) improved public institution capacity to address gaps in the enabling environment for transparency and accountability; 3) improved multi-sectoral capacity to provide coordinated and comprehensive responses to changing security needs; 4) improved municipal capacity to provide effective crime prevention services; 5) expanded opportunities for community-led initiatives.

The Impactos approach consists of: supporting Honduran civil society in a sustained effort to increase transparency and public accountability of public institutions; employing a non-partisan and non-confrontational approach toward engaging the national government; understanding and engaging existing transparency institutions; integrating public transparency and accountability activities into sector-specific development programming; and, designing and disseminating targeted and transparent program grants. It also aspires to build communities' capacity to work collaboratively with municipal authorities, the private sector, civic organizations, and patronatos (local councils) to plan and implement activities that address the root causes of insecurity at the grassroots level, taking into consideration the unique motivations of youth and other at-risk groups.

Impactos established a community-based primary prevention model in 36 communities across 7 cities in Honduras. Several voluntary groups from target communities participated in community diagnostics and proposed project baselines. All target communities conducted community assessments of crime and security and developed Community Strategic Action Plans; 32 communities have implemented those plans. Through the Community Revitalization Committees (CRCs) and with funding from Impactos, 44 community-led initiatives were created and 303 community proposals were created to address community social development and violence prevention. 8,213 people have been served by locally-led security initiatives funded by Impactos in 32 communities through community revitalization projects in 6 municipalities.



COMMUNITY REVITALIZATION COMMITTEES

“Before, our government had forgotten us,” said Onasis Keusen. “Our citizen group allowed us to open the doors of our community. Now people see us as organized, not helpless or hopeless.”

CPRG awarded 12 Community Revitalization Grants to eight CSOs for a total amount of \$516,360 to help implement community-led initiatives in target communities. These projects focus on violence prevention and social development activities in a) employability/income generation, b) education, c) youth inclusion/mobilization, d) drug/alcohol abuse prevention, e) community space preservation.

CPRG has improved civil society effectiveness to advocate for transparency and accountability of public institutions. The project provided United States Government (USG) assistance to 12 CSOs working in the security sector oversight and advocacy; supported engagement of 53 CSOs in advocacy and watchdog functions; and trained 4,984 CSO personnel on advocacy and watchdog initiatives. As a result of the project, 73 CSOs organized advocacy campaigns and 81 mechanisms were implemented to improve external oversight of public resource use.

The project has resulted in 31 policies influenced by CSOs: this includes policies on Public Investment and Public-Private Partnership contracts, the Operability of ICT for Trust Funds, Compliance with the Law of Transparency and Access to Public Information (LTAIP), the Rescue Plan in response to HIV/AIDs, Implementation of the security tax according to Open Government principles, and Application of the NGO's for Development law, to name a few.

Young Leaders Program (Tajikistan, 2011-2015)

The Young Leaders Program was designed to support active, civically-engaged and socially conscious youth in Tajikistan and to provide them with the tools and experience to take ownership of their future and contribute to the development of their country. The \$1.75 million project ran from April 2011 until April 2015. This program featured two objectives: (1) to increase youth involvement in promoting positive change in their communities; and (2) to improve the quality of youth services provided through government, donors and civil society organizations (CSOs). The Young Leaders Program worked in nine rural communities and district centers in the three target regions of Zarafshan Valley, Rasht Valley and Badakhshan. In partnership with three regional CSOs operating in the target regions, Counterpart engaged 631 youth (357 girls and 274 boys) through a series of informal civic education and after-school activity programs. As a result of this effort, YLP increased participation and engagement of youth in community development initiatives and improved overall perceptions of the value of youth in these communities.

The project's informal civic education course curriculum served as one of the most comprehensive resources for engaging youth beyond the classroom as well as applying their knowledge and skills in practice. Several international donors, including the Department of State's Bureau of Democracy, Human Rights, and Labor, as well as the Organization for Security and Co-Operation in Europe, sought to utilize this resource to expand youth programming to other communities throughout Tajikistan.

Complementing its informal civic education activities, the project funded youth-designed activities to meet the needs of local communities. YLP's Youth Action grants touched upon some of the most important social elements of community development. For example, through one of the Youth Action grants, Badakhshani youth designed and implemented a small-scale water project in the community of Pastkhuf to bring clean drinking water into the local school and 26 nearby households. With the help of the community leaders, the youth dug a ditch to lay a 200-meter long pipe and received additional financial support from a local business to acquire materials needed to complete the project.

YLP engaged 950 youth over the course of the program. Over 13,601 beneficiaries, direct and indirect participants were reached through the YLP grants program. 206 Youth Action Grants were provided to young people to improve clean water infrastructure; establish recreational centers; renovate run-down youth sports facilities, and organize vocational clubs to promote skill building for aspiring entrepreneurs. \$383,692 in grants were awarded to address areas of youth civic education, such as volunteerism; human rights, community service and responsible citizenship, public speaking and debating skills. Two National Youth Conferences were organized with over 120 participants. 225 youth connected with their peers from neighboring villages and larger cities to share the knowledge and skills through six summer camps.

Strengthening Civic Engagement (Cameroon, 2011-2012)

Strengthening Civic Engagement in Cameroon was an 18-month project designed to promote broader citizen participation in democratic processes through peaceful, and increasingly credible, free and fair presidential and parliamentary elections in Cameroon. The project was jointly implemented by Counterpart International and its SCE partner, Freedom House. The project had three main objectives: 1) Strengthen the organizational capacity of civil society organization through their implementation of specific election programming for the 2011 and 2012 elections; 2) Strengthen the capacity of civil society organizations to adhere to domestic election monitoring best practices and standards; and 3) Improve the ability of media outlets to provide objective, fact-based comprehensive election coverage.

Over the course of the SCE Program, 44 grants were awarded, covering 5 regions within Cameroon, and reaching over 7 million people with voter education programming. Relationships between civil society, government, and media were founded and strengthened; plans for future election monitoring coordination were developed; and organizations, including women, youth, and disability organizations, were



CONNECTING CSOs

“... You have enabled us to network with CSOs of all walks of life all over Cameroon, hitherto separated by distance and poverty” — Afanyi Ngeh, Foundation for Human Rights and Development

strengthened. A major achievement of SCE was the increased collaboration between ELECAM and civic actors. Increasing this engagement began as a peripheral goal of the SCE program, as when the program was designed, it seemed unlikely that this political body would be willing to engage with civil society. In total, five events brought CSOs together with ELECAM and Ministry of Territorial Administration (MINATD). 69 persons, 31 female and 38

male, acquired skills through technical assistance, trainings, workshops, and coaching within the framework of the Institutional Strengthening grants.

Kazakhstan Civil Society Strengthening (Kazakhstan, 2011-2014)

The three-year, \$1.75 million Kazakhstan Civil Society Strengthening project began in September 2011 and ended August 2014. Counterpart partnered with ICNL, the Civil Society Development Association of Kazakhstan (ARGO), and the KIMEP University. The project was framed by four main objectives: 1) Increase the financial and organizational capacity of selected CSOs; 2) Increase constructive dialogue between the selected CSOs and the Government of Kazakhstan; 3) Increase CSO participation in reforming the social contract process in Kazakhstan; and 4) Strengthen the capacity of selected CSOs to mobilize social capital and leverage mass media resources. KCSS selected 12 local partner organizations with a commitment to organizational strengthening and stability. KCSS provided technical assistance to the CSOs in the areas of management, reporting, monitoring and evaluation, finance, public dialogue, advocacy, and public outreach. The training and technical assistance was supplemented by grants that allowed selected CSOs to conduct activities using their acquired skills and knowledge.

The project strengthened the ability of CSOs to mobilize social capital and leverage mass media resources. This included the introduction of new technology for improved CSO capacity and worked with CSOs to enhance their knowledge and information management. KCSS also worked with CSOs to improve government-citizen dialogue in Kazakhstan, with a particular focus on the Social Contracting Law and its impact on CSOs.

As a result of the project, 40 Financial Sustainability Action Plans and 40 Organizational Development Action Plans to help increase the financial and organizational capacity of selected national CSOs. Twenty advocacy campaigns aimed at reforming the state social contracting and campaigning against adoption of new Criminal and Administrative Offenses Codes were supported. Counterpart awarded 18 policy advocacy grants each of which targeted a specific advocacy goal. Over 4.7 million people benefited from the project's advocacy initiatives and 3 million were reached through new and traditional mass media. Through project activities 448 people participated in dialogues, hearings, conferences and direct lobbying for the new Social Contracting Law. Seven policies, laws and regulations were influenced by partner CSOs and their coalitions, including amendments to the Concept on Youth Policy, recommendations on the National Plan to Improve the Quality of Life of People with Disabilities, major amendments to Rules for State Procurement, and influencing the development of the draft law 'On government support to NGOs'. Through the project 26 dialogues were held concerning Kazakhstan Civil Society. The KCSS project strengthened the ability of CSOs to mobilize social capital and leverage mass media resources. This includes the introduction of new technology for improved CSO capacity and working with CSOs to enhance their knowledge and information management.

Women's Participation Program (Azerbaijan, 2011-2017)

The six-year, \$3.68 million Women's Participation Program (WPP) in Azerbaijan began in September 2011 and will run through September 2017. The project was temporarily curtailed when the office was visited by the Prosecutor's office in mid-2015 and the bank account frozen. Counterpart suspended its registration and closed out in September 2016, but is currently in the process of re-registering the grant's extension and hopes to resume activities in the near future.

The project's goal is to improve the status of women in Azerbaijan by raising public awareness on issues that affect women and empowering women to engage in political processes. Counterpart has provided technical assistance to the Government of Azerbaijan's (GOAJ) State Committee for Family, Women and Children Affairs. The project worked closely toward the realization of the GOAJ commitments under the UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). WPP was implemented in partnership with 13 local CSOs which formed six coalitions to raise public awareness of women's rights and CEDAW; issue-based advocacy campaigns; and building women's leadership skills. The three program objectives are: 1) to advance public awareness of issues important to women; 2) to advance women's influence in political processes; and 3) to develop the capacity of women-focused civil society organizations (CSOs) and government institutions that work on women's issues.

WPP organized the first ever national Women's Leadership Conference, which brought together and engaged over 100 diverse stakeholders, including CSO and government representatives in critical policy dialogue. This dialogue resulted in 22 policy recommendations, which will be submitted to the Cabinet of Ministers for consideration. GOAJ's Ombudsman's office incorporated WPP's training module on Alternative Reporting to the UN CEDAW Committee. The project engaged 1,886 women and 557 men in program activities including trainings, workshops, public hearings and seminars, increasing their knowledge and awareness on women's issues reflected in CEDAW. 1,267 people were educated on women's rights and issues important to women, and over 1,500 women were engaged to advance the status of women in Azerbaijan and to advance women's influence on political processes. Over 100 trainings and technical assistance were completed for women-focused CSOs, enhancing their capacity for improving women's status in Azerbaijan and advancing women's influence on political processes. The project also worked with journalists, including training 66 journalists to more effectively report on gender related issues, and creating a journalist database with nearly 80 journalists

specializing in gender issues from printed/electronic media outlets, TV and radio. The project also created a number of PSAs on early marriage and other topics with grantees.

Civil Society Development Project (Sudan, 2011-2016)

The Civil Society Development Project is a 5-year, \$7.4 million project in Sudan. Implemented from September 2011 through September 2016, the project seeks to promote a viable and increasingly democratic Sudan. CSDP includes two primary components: 1) promoting and building a vibrant civil society through institutional capacity strengthening, networking, and access to funding to help national civil society organizations address demand for good governance and democratic participation; and 2) providing support for youth-led initiatives, youth service organizations (YSOs), and youth engagement in national dialogue for peace and reconciliation, and helping youth access and utilize information for the purpose of reconciliation dialogue, conflict prevention, and democratic reform.

CSDP works with CSOs and YSOs to develop their organizational capacity and facilitate their collaboration on developing priorities. CSDP does this by engaging CSOs and YSOs in focused, thematic trainings. Program participants have created Facebook and WhatsApp groups to stay engaged with each other and with CSDP staff through regular follow-ups. CSDP's core approach is to build upon the existing local capacity and fully utilize national expertise. CSDP therefore focuses on institution building and emphasizes local ownership and localization of key inputs, which enhances the sustainability and long-term impact of the program.

This program has built the capacity of 278 individuals representing over 20 CSOs and YSOs. Their capacity was built through trainings on topics such as Debate and Dialogue, Strategic Planning and Strategic Management, Advocacy and Networking, Conflict Mitigation and Peace Building, and Communications and Media. Four CSDP partners have adopted Organizational Development practices and procedures, including internal bylaws; strategic plans, visions, missions, and goals; and written volunteer management policy that were introduced to them during CSDP OD trainings. They have also created local networks to promote and disseminate the OD methodology to other CSOs and YSOs in their respective states.

Information Safety and Capacity Project (Global, 2011-2020)

The 9-year, \$24 million Information Safety and Capacity (ISC) project builds the capacity of civil society and human rights activists and independent media outlets in restrictive countries to sustain better information security practices, and to communicate more effectively. Project activities address the following three objectives: 1) Support a coalition of technology developers who are creating and improving information security systems, tools, and research applicable to project stakeholders; 2) Provide long-term information security assistance and mentoring to local partners in select countries; and 3) Facilitate interaction between technology developers and local partners overseas and facilitate end-user testing and feedback on new information security tools in support of improving tools and making them more relevant to the project's stakeholders.

ISC has established a global network of journalists, activists, bloggers, and technology professionals representing at least 330 unique organizations, including 239 CSOs, 37 media outlets, and 45 technology



EXPOSING BENEFICIARIES TO TECHNOLOGY

Before starting to work with the ISC Project, members of DSZ say they were some of the most technophobic people on the planet. However, as they were trained, held trainings of their own, and honed their skills, they have now completely changed their career paths. "We find tech invigorating. But we had not discovered this passion until the ISC Project stepped into the picture. It has changed our interests completely and made us think that anything is possible," says a Digital Society of Zimbabwe representative.

developer groups. They engage in ISC events, technical assistance, workshops, discussions, and trainings to collaborate and address common threats to information and digital security. ISC has so far awarded 19 small grants to seven local CSOs and 12 technology developer groups to support the improvement of information security systems and tools or provide security assistance and mentoring via existing local networks in specific countries. ISC has provided 210 unique trainings and 1,233 occasions of technical assistance to 4,833 individuals representing 310 local partner organizations in 13 countries. The technical assistance included helping to mitigate distributed denial-of-service website attacks, resolving and mitigating social network attacks, removing virus and malware from systems and networks, helping to audit and resolve hacked websites, recovering hacked social network accounts, identification and removal of malware and viruses, forensic investigation of hacked websites, patch management, advanced-level infrastructure administration training, advanced network configuration mentoring, and database administration.

Promoting Active Citizen Engagement (Lebanon, 2011-2014)

Promoting Active Citizen Engagement was a 3-year, \$8.3 million program that sought to strengthen civil society capacity to act as a catalyst for change through civic advocacy and participation that contributes to a cohesive national identity. To that end, PACE focused on three mutually reinforcing activities: 1) Aggregating and analyzing public opinion to develop policy alternatives that respond to citizen concerns at the local, regional, and national levels; 2) Supporting media marketing, reporting, and analysis of policy alternatives based on citizen concerns; and 3) Increasing civic advocacy, activism, and participation through grants that respond to citizen concerns. To reflect and address the concerns of Lebanese citizens, PACE implemented a nationwide public opinion poll that provided the basis for identifying and prioritizing themes for program interventions, thus ensuring selectivity and focus in managing for results. Based on the priority citizen concerns selected, diverse civil society actors will be engaged in policy development through stakeholder consultations around the country so that a broad range of views are represented in identifying policy alternatives.

PACE had a grants program of approximately \$3.65 million over three years, through which it worked across Lebanon to reach broad constituencies, particularly youth, women, and vulnerable groups, through partnerships with non-confessional, non-partisan organizations. These grants were awarded to Lebanese civil society organizations (CSOs), NGOs, social enterprises, media-related entities, and other civic actors. PACE grants covered four areas: 1) Civic engagement grants; 2) Media grants; 3) Social entrepreneurship grants; and 4) Capacity-building grants. PACE issued a total of 43 grants and 5 programmatic subcontracts, for a total of 48 sub-awards. PACE partners also implemented 183 training workshops and 257 events, including public debates, focus group discussions, and meetings with local authorities. These activities engaged 23,203 people, including 11,612 women (50 percent female participation). Of these participants, 5,348 were youth below the age of 30 (23 percent youth participation).

Leadership Development Program (Bangladesh, 2012-2016)

The goal of the \$5.97 million Leadership Development Program was to increase capacity and participation of citizens to effectively and actively engage in democratic processes and enhanced community development in Bangladesh. This goal was framed by two integrated programmatic objectives: (1) to build the capacity of community leaders to become change agents for democratic processes and development; and (2) to build the capacity of youth to become change agents for democratic processes and development.

The program endeavored to reach these objectives through cascading leadership trainings from Counterpart to five civil society organization (CSO) partners who trained individual community and youth leaders. Counterpart employed three-phased training approaches for the program. Community Leadership Trainings were comprised of the following modules, each 2 – 4 days in duration: 1) Appreciative Community Mobilization and Participatory Community Appraisal; 2) Community Development Issues and Initiatives; and 3) Democracy and Good Governance. The Youth Leadership Trainings were comprised of the following modules: 1) Appreciative Community Mobilization and Youth Action and Advocacy; 2) Youth Informed Citizenship; and 3) Communication and Leadership Skills. Upon completion of all three phases of trainings, community and youth leaders returned to their communities to put their learning to action by working with a larger group of community members (including women, youth, minorities, religious leaders, local council, local government and local business) as a “development committee” or “Union Development Forum.”



INSPIRING YOUTH

“The LDP training inspired me to work for community development and I identified the need specific to my community that I contribute to as lack of schools. The nearest schools are more than 2 kilometres away and it is not possible for many parents to take their children that far every day, specially as they do not have access to transport and have to walk. In this situation I realized if I establish a school within the community I can help these children and their families.” – Sabina, an intermediate student

Counterpart provided trainings to 13,681 individuals (7,134 male, 6,547 female) including 6,874 youth leaders and 6,807 community leaders in 3,600 communities across 14 districts in 4 divisions. Additionally, this project conducted 30 trainings for almost 1,000 other stakeholders, such as local government chairmen and officials from the Department of Youth Development in order to drive social partnerships for sustainable development. LDP trainings increased participants’ knowledge and understanding of democracy including how informed they feel about the government. LDP leaders showed increased acceptance of the role of women and minorities in community development and government. Respect for women and minorities and willingness to work with them on community projects also increased. After receiving trainings, leaders reported greater

commitment to addressing development challenges. After LDP trainings, leaders reported increased knowledge and understanding of community development as well as greater confidence in their ability to bring about change in their community.

Local Governance Strengthening Program (Chad, 2012-2013)

The Local Governance Strengthening Program LGSP was a 9-month, \$473,000 project, implemented from September 2012 through June 2013. The goal of LGSP was to bolster the capacity of newly elected local government officials in Chad to carry out their mandates and promote participation of citizens in local decision making. This goal was supported by two integrated program objectives: 1) Increase the ability of newly elected officials to develop necessary processes for fulfilling their core functions of public administration; and 2) Strengthen the capacity of newly elected government officials’ basic competencies in the skills and abilities necessary to carry out their mandates. In order to successfully implement the program, Counterpart International developed strong working relationships with the Ministère de l’Aménagement du Territoire, de la Décentralisation et des Libertés Locales—formerly the Ministère de l’Administration du Territoire et de la Décentralisation—and the Electoral Institute for Sustainable Development (EISA).

Through this project 306 local elected officials’ capacity was built by receiving training on their roles and responsibilities. To further support building local government capacity, the project revised and translated the local elected official training manual “Des élus locaux pour le Tchad”. Eight hundred and ten copies in French and Arabic were produced and distributed. To account for high levels of illiteracy and semi-literacy, the project produced 600 copies of two posters depicting specific roles of local elected officials

(LEOs) and an Arabic audio recording was also produced of the LEO training manual. LGSP uploaded 1,400 MP3 versions of the audio recording to USB keys, and uploaded 1,000 MP3 versions onto CDs. LGSP held 10 radio programs through which LEOs could interact with their constituencies through call-in question and answer sessions with listeners. Topics included road rehabilitation, flood prevention, sanitation and the construction of health centers. The interactive radio forums were incredibly well received; call-in participation was active, with notable participation from callers like Chad's Attorney General.



LOCAL ELECTED OFFICIALS TRAININGS

"We were given responsibilities that we did not fully understand. We acted as if we were all mayors. We used to have recurrent conflicts on our tasks, but the training module offered by Counterpart helped us mitigate these conflicts [by showing us how authority and responsibilities are allocated]. We wish this [training] could be extended for a longer period and offered on a regular basis." – The deputy mayor of the First Arrondissement of N'Djamena

Support for Professional and Institutional Capacity Enhancement Program (Sri Lanka, 2012-2017)

The Support for Professional and Institutional Capacity Enhancement program is a five-year, \$12 million implemented by MSI in partnership with IFES and ICNL as well as local civil society organizations. The overall goal of SPICE is to preserve and expand democratic space, reconciliation, and the exercise of free citizenship in Sri Lanka. SPICE aims to increase citizen participation in development and governance, especially in conflict-affected areas. The full inclusion of marginalized groups such as women, the poor, youth and conflict-affected populations are a major emphasis in the four objectives of the program: 1) Improved protection of citizen's rights by indigenous organizations; 2) Strengthened contribution by indigenous organizations to national dialogue and advocacy in support of pluralism, inclusion and reconciliation; 3) Enhanced management and technical capacity of indigenous organizations supporting civic participation and inclusive development; and 4) Gender equality and women's issues better addressed by civil society.

To-date, 55,954 people have been reached through human rights advocacy. 42,636 individuals from low income or marginalized communities received legal aid or victims' assistance. The legal aid or victims' assistance includes GBV assistance, support to obtain legal document and other victims' assistance, such as counseling, legal representation, legal advice, care packs, and livelihood assistance, among others. The project reached 4,284 people through human rights awareness-raising activities, including awareness of GBV issues. 67 organizations received capacity-building support since the beginning of the project. 248 events, trainings or activities designed to build support for peace or reconciliation among key actors to the conflict have taken place.

Women Peace Building Initiatives (Papua New Guinea, 2013-2015)

The Women Peace Building Initiatives project was a two-year, \$1.5 million project. Implemented by Counterpart International in partnership with local civil society organizations (CSOs), the overall goal of WPBI was to help the ARB to achieve sustainable peace, security, and development by building the capacity of women as effective change agents, and by assisting the Autonomous Bougainville Government to implement its ARB-NAP. To achieve this goal, WPBI focused on two objectives: 1) Help ex-combatant civilians, particularly women and youth, to overcome trauma caused by the conflict; and 2) Build the organizational capacity and leadership skills of women's organizations to enable them to enhance and implement the ARB-NAP and prevent domestic and sexual violence against women and protect women survivors.

WPBI built the capacity and leadership of local women’s organizations by awarding small grants to women-led CSOs, providing intensive training and technical assistance to CSOs and organizing regular meetings of the corresponding working group. Six local, women-led CSOs were awarded small grants totaling \$288,641 to implement activities in four areas vital to the ARB’s sustainable peace and security: trauma counseling and mental health services and support; family and sexual violence prevention and treatment; women’s policy advocacy; and ARB-NAP awareness and implementation. The project provided intensive training and technical assistance to the six local CSOs receiving grant funding to increase their organizational capacity in key functional areas such as financial management, monitoring and evaluation, and program management so that they may better serve their communities’ critical needs. WPBI also strengthened and expanded rehabilitation and treatment services for victims of violence by educating 17 members of the Central Bougainville-based Council of Elders (COEs) on sexual and gender-based violence and prevention strategies. This effort contributed to a 14% decrease in the percentage of the population that views GBV as acceptable and increased awareness of available GBV and trauma counseling services offered by CSOs by 45%. The project reached 391,552 people with messages raising awareness on the ARB-NAP, promoting gender equality, and/or preventing gender-based violence.



SMALL GRANTS FOR CSOs

“The grants will help people, especially politicians, to understand the impacts of the Bougainville Crisis to the people of Bougainville. They will go a long way in advocacy support and training for community health workers in the region,” said Sister Essah Barnabas, Bougainville’s only professional Psychiatric Nurse.

Building Alliances for Local Advancement, Development, and Investment – Capacity Building (Lebanon, 2013-2018)

Building Alliances for Local Advancement, Development, and Investment – Capacity Building is a five-year (September 2013-2018), \$14.9 million project awarded to Counterpart International and implemented in Lebanon by MSI. The project focuses on three separate components: (1) Capacity Building Component (CBC); (2) Civic Engagement for Democratic Governance (CEDG); and (3) Civic Engagement Initiative (CEI). The CBC component focuses on building the institutional capacity of 50 civil society organizations (CSOs), mainly within the three pillars of organizational development, financial management, and monitoring & evaluation. The capacity building takes the form of direct trainings, on-the-job trainings, and mentorship. The CEDG component complements CBC by building the capacity of municipalities and municipal unions in the primary areas of organizational development, financial management, IT and disaster management. CEDG also builds the capacities of local CSOs on issues of local government transparency, oversight and participatory planning. The CEI component seeks to broaden the democratic space for citizen participation in public affairs by creating platforms for informed public debate and increased citizen engagement outside of sectarian and confessional lines. This will be accomplished through grants provided for the creation of issue-based CSO networks and coalitions led by selected ISOs, which will support advocacy-related activities around the selected priority issues. These CEI ISOs and CSOs will also receive capacity-building assistance and support in the implementation of their grant activities.

BALADI-CAP has provided training to 1,109 people. Thirteen specialized trainings were offered to the CSOs covering topics such as Financial Management, Payroll Training, M&E Logical Frameworks, Strategic Planning, Project Cycles and Management, Proposal Writing, Fundraising, and USAID Policies and Procedures around NICRA and ADS. 688 individuals have received on-the-job training. On-the-job training includes specialized

trainings offered at the CSO's location by BALADI CAP technical specialists. Topics range from accounting to monitoring and evaluation to organizational development. Nine policies and procedures were designed for CSO organizations to adapt and adopt. This included Articles of Association bylaws and policies and procedures around payroll, cash management, assets/inventory, accounts payable/accounts receivable, procurement, monitoring and evaluation frameworks, and human resources.

Washington Fellowship for Young African Leaders Initiative (Africa, 2014-2019)

The Washington Fellowship for Young African Leaders Initiative (YALI), a 5 year \$24m project, aims to build the skills of young African leaders from all African countries to improve the accountability and transparency of government, start and grow businesses, and serve their communities. The program, implemented by IREX with overall program management and monitoring and evaluation services provided by Counterpart International, coordinates interconnected networking and professional development activities for Washington Fellows following completion of their US based programming. YALI establishes broad and enduring youth networks to support, sustain, and multiply the impact of the Washington Fellows programming. The program also further develops the leadership skills, knowledge and attitudes necessary for young African leaders to become active and constructive members of society. The program helps fellows create leadership plans and goals; provides mentoring opportunities between African youth and US adult leaders; internships and professional job placement and training; regional conferences in Accra; Ghana, Nairobi; Kenya and Johannesburg; South Africa that provide an opportunity for Fellows as well as implementers and partners to meet and network as well as attend information seminars; grants to promote youth to speak at key industry events and conferences across Africa; a web-based forum for the young leaders to continue to coordinate and communicate, and to address barriers to integration of gender and persons with disabilities and to address other issues.

Fellows have received over 38,000 hours of hands-on training through practicums (697 for 2015's; 37,855 for 2014's), and six Fellows (four 2015; two 2014) presented at high-profile events, reaching a combined audience of over 1,200 individuals as a result of Speaker Travel Grants. The Mandela Washington Fellowship Regional Advisory Boards (RABs) are the primary instrument through which Fellows can advise on USAID-funded follow-on programming on the continent. YALI organized the first time all three RABs met.

Supporting the Efforts of Partners (Malawi, 2014-2019)

Supporting the Efforts of Partners began in June 2014 and is set to conclude in June 2019. This \$16 million, 5-year project seeks to ensure that a capable and effective civil society provides sustainable and significant impacts, is accountable to its constituency, and contributes to national development. This partnership-based program seeks to strengthen the organizational and technical capacities of civil society organizations (CSOs) in Malawi to address a variety of social, economic, and environmental challenges that are hindering the quality of life of the Malawian people. STEPS has two major components: (1) capacity building for Malawian CSOs; (2) grant making to local partners in HIV/AIDS, Malaria, and disabled people's organizations (DPOs); (3) Water and Sanitation (WASH); and (4) additional capacity building interventions for seven Agriculture and Climate Change partners.

STEPS has helped its 21 current partners to complete the Organizational Capacity Process self-assessment and develop capacity plans. Consequently, these organizations have identified board governance and finance training for non-financial management staff. To help build the capacity of its partners, STEPS has provided customized partner trainings, coaching, and mentoring according to capacity building action plans. The training focused on topics such as strategic plan development, community mobilization

strategy development and the development of sub-grants manuals. STEPS has awarded a total of \$2 million in sub-grants. This includes \$1.7 million to support HIV/AIDS care and support services and \$300,000 for Malaria prevention. 100,00 people will benefit from the malaria project, while the HIV/AIDS project will improve the lives of 43,000 people living with the disease.

Civic Advocacy for Democratic Resilience in Egypt (Egypt, 2014-2015)

Civic Advocacy for Democratic Resilience in Egypt (CADRE) was a 1.5-year (July 2014-December 2015), \$30 million program that was to be implemented in partnership with sub-partners MSI, ICNL, and IFES. The main objectives were to support Egypt's ongoing political transition through technical assistance, organizational capacity development, and grant making opportunities for civil society organizations (CSOs) that were working to raise public awareness around upcoming electoral events through voter and civic education; to promote inclusive dialogue that elevates the role of women and youth, the protection of minority rights, and religious tolerance; to combat gender-based violence; and to promote human rights and transitional justice. The program sought to: 1) Strengthen Egyptian Civil Society Organizations and Networks; 2) Improve the Civil Society Enabling Environment.; and 3) Increase Civic Participation of Egyptian Citizens, particularly women.

Unfortunately, due to lack of registration, the project was never implemented. The process for registration was quite slow and lengthy and the Government of Egypt's (GOE) delayed feedback on Counterpart's registration application delayed all project opportunities. Many outreach efforts were made in order to try to bolster Counterpart's prospects for becoming registered. CADRE's implementing partners IFES and MSI followed up with Egyptian authorities regarding authorization to collaborate with Counterpart to implement CADRE activities under their existing registrations in Egypt. However, as the prime organization was unregistered, their components of the program were also legally unauthorized. Lastly, senior USG officials held meetings with the Ministry of Foreign Affairs and the Ministry for International Cooperation in reference to NGO registration issues in Egypt but no real understanding of where Counterpart's registration fell in this process came from those meetings. Ultimately the registration issue seemed to be heavily influenced by political relations between the GOE and USG.

Youth for Peace-Building in Burundi (Burundi, 2014-2016)

Youth for Peace-Building in Burundi is a 2.5 year, \$3.25 million project whose goal was to reduce the risk of Burundian youth participation in violence before, during, and after the June 2015 general elections. The program was implemented from July 2014 through April 2017. It identified factors that promote peacebuilding, and program activities aimed to help reduce the risk of youth participation in violence. Y4PBB activities supported three key objectives: (1) Building CSO capacity to empower and support youth-led community mobilization; (2) Providing enhanced economic incentives for youth to participate constructively in society; and (3) Supporting youth-led peace-building and violence prevention activities.

Y4PBB held a Grantee Boot Camp for 17 select CSOs that were invited to submit proposals in order to introduce the project; provided guidance for grant applicants to manage grants and implement activities, monitor and evaluate activities; and provide guidance for gender integration in programming. Y4PBB awarded 6 grants totaling \$616,471 to CSOs. In order to enhance economic incentives for youth to constructively participate in society, Y4PBB trained 320 unemployed young people, ages 18-35, on employability and entrepreneurship skills. 1,200 youth have participated in short-term cash for work activities.

Civil Society Assistance (Ecuador, 2014-2017)

The Civil Society Assistance (CSA) project is a 3-year, \$3.4 million project implemented from September 2014 through September 2017. Implemented in partnership with Grupo Faro, Participación Ciudadana, and Fundación Esquel, the project aims to support, strengthen, and sustain the critical work of CSOs in their efforts to develop a wide base of participation and citizen linkage with national and local governments. This goal is supported by three integrated programmatic objectives: 1) Strengthen civil society's commitment to promote transparency and accountability at the national and municipal level; 2) Expand citizen oversight of government activities at the central and municipal levels as allowed by Ecuadorian legislation, including the provision of objective and verifiable information regarding government performance; and 3) Strengthen the technical and financial capacity of CSOs in their efforts to establish mutual support networks and examples of transparency and accountability under a restrictive environment.

As a part of the *Innovación* Training Program, 76 CSO personnel have been trained on gender, civic participation, transparency and accountability, and project management, and 67 municipal officials have been trained on gender, civic participation, local planning and local management. CSA established a CSO network/coalition called the Promoters Group made up of 23 different CSO representatives from 9 provinces in Ecuador. Thirty-one individuals have attended civic education sessions. Overall, thus far in CSA, 515 individuals have been trained under the CSA Program to support, strengthen, and sustain the critical work of CSOs in increasing broad-based citizen engagement with national and local government. 53 CSOs have been assisted through online CSO training modules on gender mainstreaming, citizen participation, transparency and accountability, and project management. 33 local governments have been assisted through online training modules to municipal officials on gender, citizen participation, local planning, and local management.

Fostering Accountability and Transparency (Zambia, 2014-2019)

From September 2014 through September 2019, the \$5.9 million Fostering Accountability and Transparency (FACT) project will be implemented in Zambia. The goal of FACT is to improve the enabling governance environment of Zambia by increasing citizen demand for effective, transparent, and accountable service delivery. FACT engages a range of sector-specific civil society organizations to strengthen and increase meaningful engagement among Zambian civil society, citizens, and the state. FACT activities support two key objectives: 1) Strengthening capacity of local CSOs to enhance delivery and oversight of public service delivery in the education, health/HIV, sustainable rural livelihoods, and environment sectors; and 2) Improving engagement between citizens and government service providers in the education, health/HIV, sustainable rural livelihoods, and environment sectors to improve service delivery.



GRASSROOTS CIVIL SOCIETY

“What I know as the problem is that youth do not just know—they do not have access to the right information”, said Mecca Hara, a member of the Young Women In Action in Chongwe. She further added, “The meetings with Counterpart opened my eyes to this. I also learnt that if we as the youth are knowledgeable on governance issues, we will also push the service providers to be accountable. Information itself is power and a driver out of poverty but most of the youth do not realize this”.

Through a competitive process, Counterpart has selected five CSO partner grantees who will receive training, technical assistance, and mentoring to improve their ability to develop advocacy strategies and social accountability approaches that enable active and broad citizen participation.

The grants support advocacy and public service delivery in education (basic education); health (nutrition, HIV/AIDS, family planning and maternal and child health); and environment/sustainable livelihoods (environment, natural resource policy and governance). Five CSO partners are increasing grassroots civil society participation in the education, health/HIV, sustainable livelihoods, and environment sectors. FACT has conducted a civic education and social accountability workshop for its five CSO partners, mapping out civic education, discussing five elements of social accountability, and strategic approaches for the CSOs to successfully inform and engage citizen participation. FACT held four community public dialogue forums to develop action plans based on the priorities community members identified.

Civil Society Strengthening Program (Morocco, 2015-2019)

The Morocco Civil Society Strengthening Program (CSSP) is a four-year, \$17.25 million project (January 2015-2019) implemented by Counterpart International in partnership with ICNL. CSSP strengthens the organizational capacity and operating infrastructure of CSOs, with the goal of supporting CSOs and CSO coalitions that engage in advocacy initiatives, to develop their organizational and technical capacity to influence public policy reform. The project encourages stronger engagement between CSOs and government institutions to create a collaborative environment focused on action, progress, and results. CSSP's strategy supports USAID Forward's Local Solutions Initiative by working directly with local CSOs to develop their organizational and technical capacity to influence public policy reforms. CSSP will also work with key government stakeholders at the national and local levels to ensure the government of Morocco has the capacity, appropriate forums, and efficient mechanisms to engage civic participation by pursuing the following objectives: 1) CSOs are strengthened and contributing more effectively in the lawmaking and public policy process; and 2) The State of Morocco (i.e. key ministries, parliament, and targeted subnational governments) includes meaningful opportunities for civil society participation in developing and implementing public policy.

CSSP identified 10 CSOs as potential grantees for the Local Advocacy Grants. Currently, seven CSO proposals have been approved by USAID and have signed Fixed Amount Awards. The remaining three are in the process of USAID approval. CSSP supports the Defense of Participatory Democracy Group, a CSO coalition made up of 4 active associations who organized a regional conference to evaluate the advocacy campaign led by the group on the draft laws on petitions and motions. Over 60 CSOs were in attendance. CSSP has also finalized in-kind sub-agreements with two municipalities (Tetouan and Temara). The in-kind grants aim to provide partner municipalities with high-level technical expertise to support them in the creation and implementation of mechanisms for civil society's participation in the formation of public policies. CSSP has launched a Listening Tour in four pilot regions, with local NGOs, coalitions and research institutions engaged in policy-making, to identify major actors and existing dynamics.

Congo Demokrasia (Democratic Republic of Congo, 2015-2018)

Congo Demokrasia is \$15 million project running from May 2015 until May 2018. Implemented in partnership with IREX who will provide targeted Short-Term Technical Assistance (STTA), the project promotes Congolese citizens' informed voting and active and peaceful participation in elections that are due to take place between 2015-16, including: 1) DRC's first-ever local elections; 2) Senatorial and provincial elections; and 3) Presidential and National Assembly elections. The main components for the projects are to: 1) strengthen the capacity of Congolese voter education CSOs to provide services that enable citizens to exercise their electoral rights, by supporting the organizational capacity of target CSOs, strengthen the technical capacity of CSOs to conduct voter education activities, strengthen the relationship

between CSOs, the Independent National Electoral Commission (CENI) and donors; and 2) increase citizens' understanding of the electoral process, by ensuring increased access to information for voters, and increase engagement of women and other marginalized populations in voter education activities.

Congo Demokrasia conducted an inventory of existing voter and civic education materials to determine materials to adopt, new materials to develop, and the content of the messages to disseminate. Ultimately, the goal is to disseminate unified messages to better promote the rights of Congolese citizens. Congo Demokrasia was able to conduct a series of meetings with the CENI and other relevant stakeholders in order to collect and review the existing materials. 249 civic education materials have been compiled, analyzed and integrated into a database. Congo Demokrasia has also issued a Request for Applications. The main objective of this RFA is to provide organizational capacity development, voter and civic education training.

Civil Society for Accountable Governance and Citizen Security Project (Guatemala, 2015-2020)

Civil Society for Accountable Governance and Citizen Security (PROGRESSE) Project is \$25 million, five-year project running from September 2015 until September 2020. Known in Spanish as *PROGRESSE*, the project is implemented in partnership with IFES, IREX and Development and Training Services (dTS). The goal of PROGRESSE is to strengthen and develop the capacity of Civil Society Organizations (CSOs) in Guatemala to play a more effective role in addressing citizen security, accountable governance and corruption issues. PROGRESSE will achieve its goal through two complementary and mutually reinforcing objectives, which are 1) Support targeted CSOs' efforts to promote accountable governance and combat corruption, and 2) Strengthen institutional and technical capacity of Targeted CSOs.

The Project held an OD Orientation on March 17th with representatives from 9 of the 10 Leader CSOs invited. Sixteen representatives (8 women, 8 men) attended the workshop. The aim of the workshop was to introduce both the CSAGCS Project and Counterpart's OD Methodology. The project started working closely with four core CSOs to design a strategy to forge a unified group responsible for revitalizing civil society's contribution to the 3rd Open Government Plan Action Plan. Designs for a tool for analyzing alliances and coalitions of civil society has begun. The tool aims to help identify incentives and means by which civil society organizations can build alliances, coalitions and networks.

Civil Society Innovation Initiative (Global, 2015-2017)

Civil Society Innovation Initiative (CSII) is a 2-year program (2015-2017) implemented by Counterpart International in partnership with CIVICUS. The \$3 million project's goal is to work with regional champions to incubate innovation hubs in Latin America and Caribbean, East and Southern Africa, West and Central Africa, East Asia and the Pacific, Central and South Asia, and Middle East and Northern Africa. By the end of CSII Incubate, hubs will have access to a variety of toolkits, focusing on topics such as leadership, social innovation modelling, and hub set-up, as well as an online platform to house resources and to facilitate networking. This platform will serve as the virtual backbone of the CSII system, allowing technical expertise and other resources to penetrate closed or closing spaces. After the launch of the hubs, Counterpart and CIVICUS will continue to expand the depth of the hubs by fostering relationships with both the private sector, especially technology firms, and the social sector, including human rights activists and service groups.

Promoting Civic Engagement in Political Processes (Rwanda, 2015-2018)

The Promoting Civic Engagement in Political Processes (PCEPP) project - a three-year, \$5.6 million initiative - is designed to contribute to Rwanda's social, economic, and political development by improving and strengthening civil society's capacity to contribute to accountable governance and the effective delivery of government services. The goal of the PCEPP program is to increase citizen participation in policymaking and development processes. Its objectives are to: 1) strengthen civil society engagement in public policy dialogue, policy advocacy and promoting accountable governance; 2) increase the media's ability to generate issue-based public policy dialogue, provide independent and impartial information to citizens, and promote public accountability; and 3) enhance civil society's contributions to civic education that supports increased citizen participation and empowerment in the political process. Counterpart has partnered with IREX and IFES whom will provide targeted STTA to PCEPP partners to enhance project impact by bringing best practices, lessons learned, and a nuanced understanding of media, elections and civil society in the development of voter education messaging and for driving and disseminating the messages in local communities.

PCEPP will develop the capacity of media, local organization, communities, and individuals to cooperate and engage with the Government of Rwanda (GOR) to foster accountability and to shape public policy and political processes; to encourage government responsiveness to citizen input and feedback, PCEPP will support evidence-based public policy goals in alignment with GOR initiatives through a collaborative approach with diverse stakeholders. To localize expertise, PCEPP will employ a cascade model through a combination of TOT and mentoring to establish local CSOs and community leaders as experts and facilitators, who will continue to serve as resources for civil society. The grants program then will support local partner organizations to apply skills in the implementation of activities across all three objectives, with media grants disseminating reliable information about policy issues and civic education grants building local knowledge about democracy and participatory governance. Supplementing government provided civic education, CSOs and media will provide citizens with information that fosters critical thinking and deeper understanding of their role in a democratic society. Through these advocacy, media, and civic education initiatives, Rwandan citizens will thus become more active and invested as partners in Rwanda's political, economic, and social development.

Youth and Citizens' Participation (Guyana, 2016-2017)

Youth and Citizens' Participation (YCP) in Guyana is a one-year, \$700,000 project that began in January 2016. The goal of YCP is to achieve the overall goal of strengthening and developing the capacity of civil society and youth to increase civic participation in Guyana. To achieve this goal, the YCP program is pursuing two objectives: 1) design and implement voter education for the March 18 local government elections, focused on youth and women; and 2) lead a social cohesion process that involves political parties, elected leaders, and constituents, with an emphasis on youth and women. In the first phase of the project, Counterpart implemented the project in partnership with local organizations Youth Challenge Guyana and Guyana National Youth Council (GNYC). Counterpart will partner with one or two local organizations (to be determined) to implement phase two of the program.

So far in the recently started project, 2 CSOs have improved their implementation material to support broad civic outreach campaigns and are using Counterpart's assistance to promote gender equality in the electoral process. Since January, 8,574 individuals have received voter and civic education through USG-assisted programs.

Participatory Responsive Governance – Principal Activity (Niger, 2016-2021)

The Participatory, Responsive Governance (PRG) project in Niger is a 5-year, \$18 million project. The overarching goal of the project is to improve collective (government and citizen) responsiveness to priority public needs. PRG Principal Activity (PRG-PA) will increase the capacity of stakeholders – including CSOs, traditional and religious leaders, government representatives and political parties, and the media and private sectors – to identify the local dynamics that block or promote reform (research) and to apply this learning to mobilize around collective action. The theory of change for PRG-PA is that increased positive and constructive public discourse, combined with the increased ability of civil society, government, and political parties to form alliances and partnerships to achieve reform, will ultimately bolster local solutions that promote the public good and shift incentives away from behaviors that undermine the public good (positive change). PRG-PA will work with stakeholders to examine these local dynamics, systems, and incentives together (dialogue) and enact measures (action) that encourage government stakeholders to work with civil society and the media toward initiatives that benefit Nigerien society as a whole.

PRG-PA will support this through capacity strengthening activities aimed to increase the ability of local actors to understand and carry out research, dialogue and action steps to reach shared policy goals. PRG-PA activities will help Nigerien CSOs, thought leaders, government, and media promote what Nigeriens call ‘a prise de conscience’, or a conscience awakening, that will encourage individual leaders and citizens to act more for the common good, particularly with regard to using public resources for more equitable coverage of services. Activities will help CSOs draw on the results of the Initial Political Economy Analysis Action Research Activity to support citizen participation in dialogue with government, and to help multiple stakeholders take action around shared goals based on existing formal and informal ways of influencing the provision of public goods in Niger. The PRG Political Parties Activity will complement this work by supporting political parties to better respond to citizens’ priorities and needs. In coordination with the USAID Local Capacity Strengthening Initial Activity (LCSIA), PRG-PA will also support the capacity strengthening elements of PRG's theory of change, particularly on the part of citizens, ensuring that they have the understanding and skills to use research to constructively inform issue-focused dialogues and collective action. The PRG-PA Results Framework demonstrates the interrelated activities, outcomes, and expected results that PRG-PA will produce in support of increased collective responsiveness to public needs.

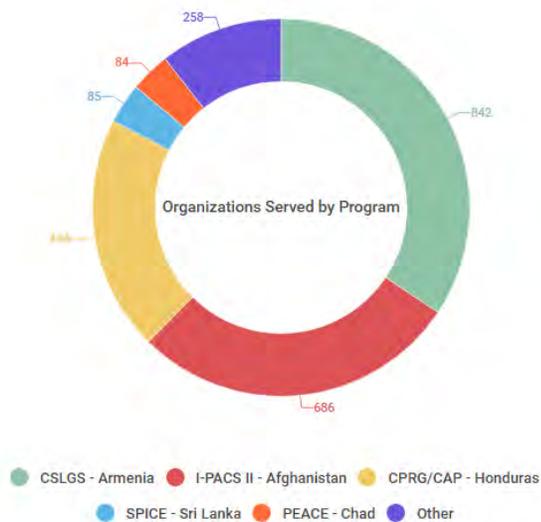
Parceria Cívica para Boa Governação (Mozambique, 2016-2020)

Parceria Cívica para Boa Governação (PCBG) is a four-year, \$10.5 million initiative to strengthen the impact of civic activism to improve accountable, effective democratic governance in Mozambique across the following target sectors: biodiversity conservation, climate change, basic education, health, extractive industry oversight, and accountable governance more generally. In order to accomplish this goal PCBG will: 1) support more effective advocacy by partner CSOs in target sectors; and 2) strengthen the organizational performance of the partner CSOs: ensure that they have the organizational capacities and internal systems to effectively plan, implement and evaluate their advocacy activities, as well as mobilize and manage their resources.

III. Monitoring and Evaluation (Shiyun/Michael)

Under the auspices of the GCSS LWA, Counterpart was able to accomplish the in-house development of the GCSS Knowledge Management Portal (KMP). Tailored to GCSS LWA programs’ monitoring, evaluation, and reporting needs, the KMP captures GCSS LWA programs’ inputs, outcomes, and impacts to enable effective monitoring and reporting on all program activities. All related data and activity documentation are stored in the following components of the Portal:

- *Local Contacts Database* – provides a database of local contacts, including CSOs, media outlets, and local and national government entities;
- *Management Information System (MIS)* – allows Counterpart and its implementing partners to enter and access program information in real time and run monitoring reports that inform management decisions;
- *Document Management System* – enables users to share important programmatic, financial, marketing, reporting, and other documents with project staff, Counterpart, and USAID.

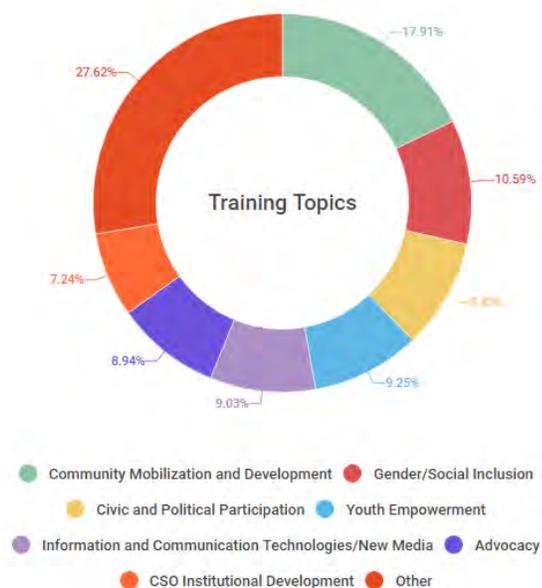
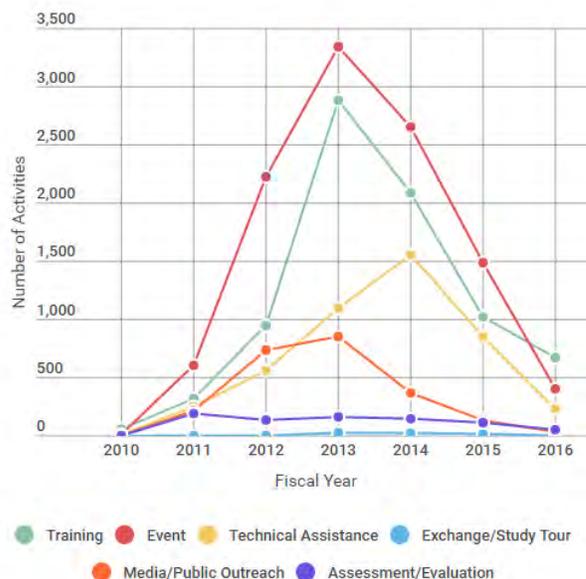


The Local Contacts Database has been employed in all GCSS LWA programs to maintain up-to-date information on past, present, and future partners as well as to track all assistance provided to a given organization through program activities. The database currently has contact information for up to 8,875 organizations, covering 94 countries across the globe. During the past nearly seven years, Counterpart has provided technical or financial support to 2,449 of these entities, of which 842 (34%) were supported by the CSLGS program in Armenia, 686 (28%) IPACS II in Afghanistan, 494 (20%) by CPRG/CAP in Honduras, 85 (2%) SPICE in Sri Lanka, and 84 (3%) by PEACE in Chad. They include 1,362 (56%) civic organizations/groups, 365 (15%) government agencies, 213 (9%) academic institutions, 129 (5%) community-based organizations, and 90 (4%) media outlets.

The KMP is at the core of GCSS LWA programs’ knowledge management and performance monitoring and evaluation system. It serves as a living body of information that grows and expands as programs are implemented, and it provides immediate, updated performance information related to indicators, benchmarks, and milestone achievements. This information has been an integral part of project planning, monitoring, evaluation, and management decision making across programs.

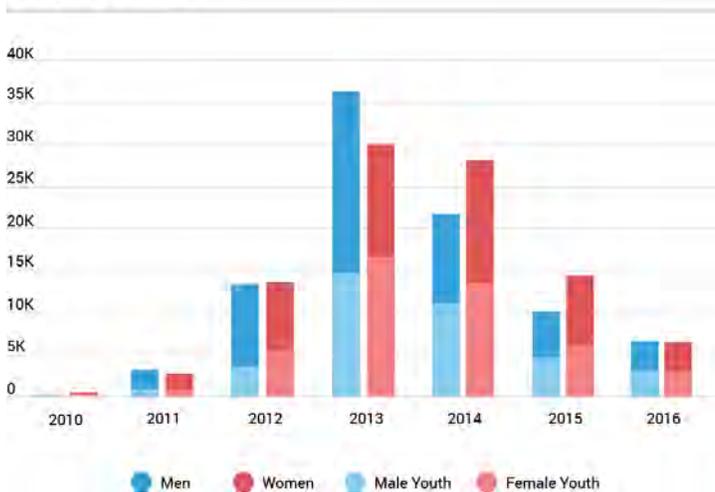
Project input and output data are organized by different activity types. Since 2009, GCSS LWA programs have implemented 27,234 activities, including 8,026 (30%) training sessions, 10,768 (41%) events, 4,563 (17%) technical assistance services, 78 (0.3%) exchange/study tours, 2,346 (9%) media/public outreach activities, and 808 (3%) assessments/evaluations. Fiscal year 2013 witnessed the peak of activity implementation, with 8,369 (32%) activities, compared to 85 (0.3%) in 2010, 1,591 (6%) in 2011, 4,615 (17%) in 2012, 6,844 (26%) in 2014, 3,632 (14%) in 2015, and 1,453 (6%) in 2016. Among the 33 GCSS LWA programs, IPACS II – Afghanistan conducted the most trainings (1,979), events (3,068), and assessments/evaluations (265), ISC – Global provided the most technical assistance services (1,621), CSLGS – Armenia implemented the most media/public outreach activities (1,372), and SPICE – Sri Lanka hosted the most exchange/study tours (22).

Activity



Training is defined by Counterpart as activities that aim to provide knowledge or skills to a group of individuals and/or organizations. Counterpart's trainings are usually interactive, providing participants with opportunities to discuss topics, practice new skills, and learn from each other. Small group discussions, brainstorming, role play, case studies, work in pairs, individual assignments, simulations, energizers and learning games make Counterpart's trainings interactive and promote adult learning. Over the past nearly seven years, GCSS LWA programs delivered 8,026 trainings that covered a wide range of topics. 1,440 (18%) of them were in community mobilization and development, 852 (11%) in gender and social inclusion, 758 (9%) in civic and political participation, and 744 (9%) in youth empowerment.

People Trained

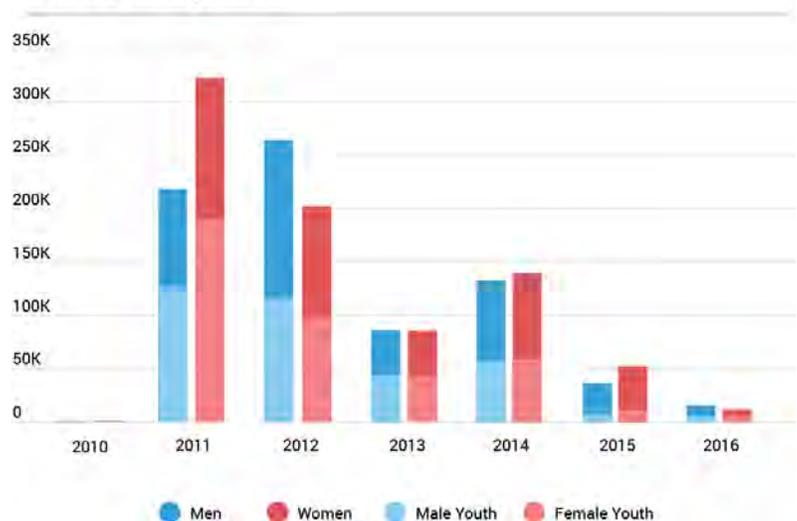


These 8,026 training sessions have reached 187,870 people in total, including 54,006 (29%) adult male, 50,520 (27%) adult female, 37,833 (20%) youth male, and 45,511 (24%) youth female. Fiscal year 2013 saw 66,237 (35%) people trained, compared to 524 (0.3%) in 2010, 5,915 (3%) in 2011, 26,945 (14%) in 2012, 49,906 (27%) in 2014, 24,575 (13%) in 2015, and 13,432 (7%) in 2016. Under the GCSS LWA umbrella, LDP – Bangladesh provided training to the most people (48,153), IPACS II – Afghanistan reached 48,036 individuals, CPRG/CAP – Honduras trained 20,064, and CSLGS – Armenia trained 19,961.

Based on Counterpart’s definition, events are planned public activities whose major aim is to raise awareness or bring attention to a particular topic. The MIS captures several types of events, including athletic competition, community meeting, job fair, debate, roundtable, and NGO fair. In total, GCSS LWA programs hosted 10,768 events, covering approximately 41 topics. They include: community mobilization and development (2,356), civic and political participation (2,238), gender/social inclusion (916), advocacy (735), violence prevention (632), human rights (483), association/network development (469), and others (2,939). These events reached 1,533,995 people, including 388,781 (25%) adult male, 397,822 (26%) adult female, 349,539 (23%) youth male, and 397,853 (26%) youth female. Although fiscal year 2013 saw the peak of event activities, programs reached the largest number of individuals through events in 2011 (526,608), compared to 1,917 in 2010, 456,122 in 2012, 167,903 in 2013, 267,043 in 2014, 87,158 in 2015, and 27,244 in 2016.

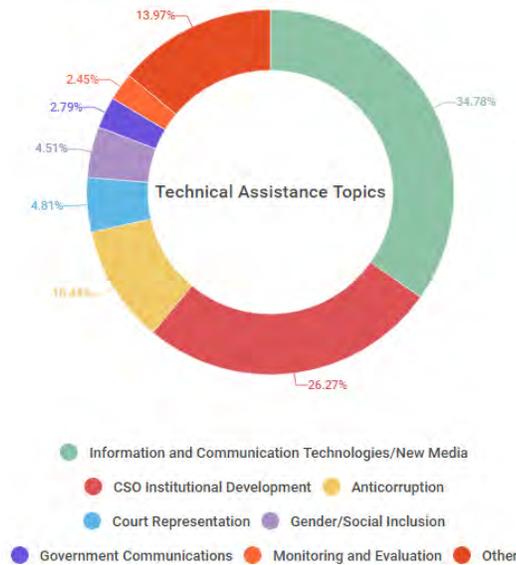


Event Participants

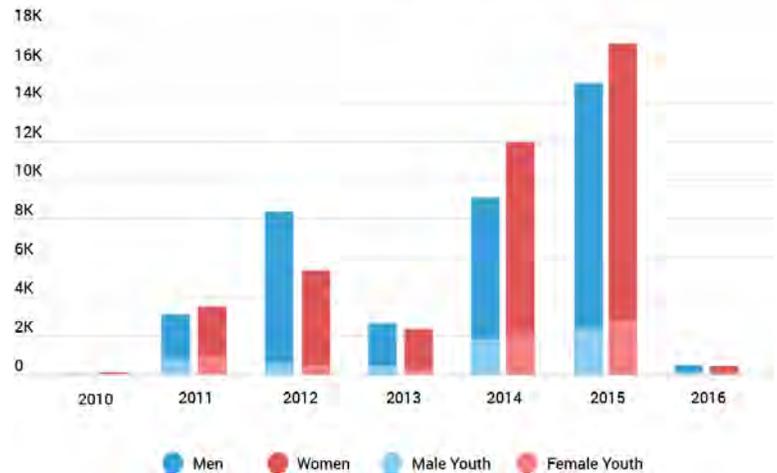


Technical assistance is another major part of GCSS LWA activities. It is advisory assistance provided to individuals or organizations to address a particular need identified by the recipient. Technical assistance

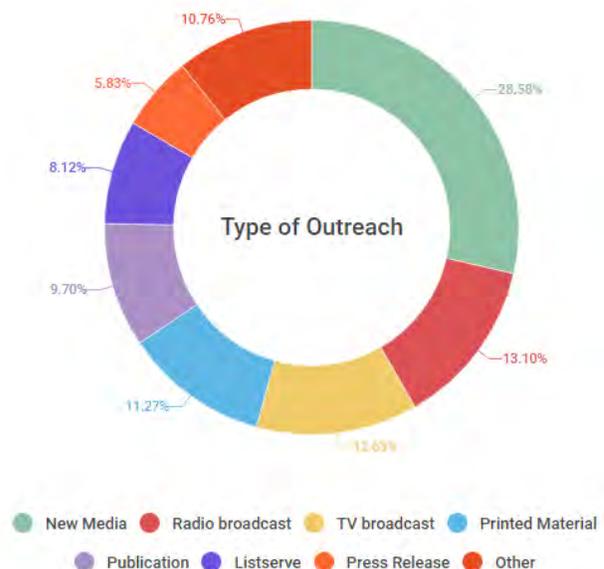
services include advice/consult, mediation, referral, legal commentary, and white paper/comparative analysis paper. Over the past nearly seven years, GCSS LWA projects delivered 4,563 technical assistance services, covering approximately 31 topics, including: information and communication technologies/new media (1,773), CSO institutional development (1,339), anticorruption (532), court representation (245), gender/social inclusion (230), government communications (142), monitoring and evaluation (125), and others. These technical assistance services benefited 79,555 individuals, including 32,724 (41%) adult male, 34,093 (43%) adult female, 6,034 (8%) youth male, and 6,704 (8%) youth female.



Technical Assistance Beneficiaries



Media and public outreach campaigns were also widely deployed by GCSS LWA projects to provide information to populations who might not otherwise have access to the information and raise their awareness about certain issues. In total, GCSS LWA projects have conducted 2,346 media/public outreach activities. MIS categorizes these activities into: new media (672), radio broadcast (308), TV broadcast (297), printed material (265), publication (228), listserv (191), press release (137), and other (248). Prominent topics covered by media/public outreach activities include decentralization/local government strengthening, advocacy, information and communication technologies/new media, and community mobilization and development.



GCSS LWA projects also promoted the implementation of exchange/study tours to facilitate the exchange of learning and best practices across regional organizations. Counterpart believes that effective institution building requires an evolving relationship across countries – from mentor to partner to resource. Throughout this process, the transfer of knowledge and skills to local partners requires complementary

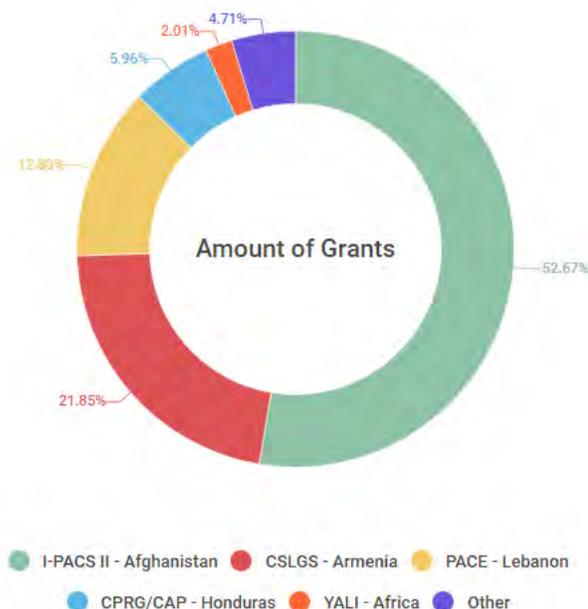
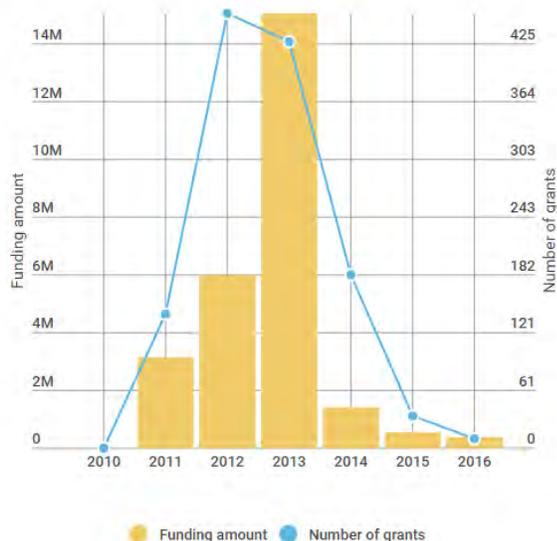
adaptation to country and cultural context. One method in favor of that transfer is exchange/study tours. In total, GCSS LWA programs conducted 78 domestic and international exchange/study tours, 3 (4%) in fiscal year 2011, 3 (4%) in 2012, 27 (35%) in 2013, 24 (31%) in 2014, 28 (23%) in 2015, and 3 (4%) in 2016, covering topics that include violence prevention, human rights, youth empowerment, and advocacy. The table below shows 19 GCSS LWA international exchange/study tours, including home and destination countries, and the number of participants.

Table 2

| Home Country | Destination Country | Number of Participants | Topic |
|---|---------------------|--|--|
| Afghanistan | India | 2 adult male; 6 adult female | Gender mainstreaming |
| Honduras | Guatemala | 2 adult male; 3 adult female | Anticorruption |
| Afghanistan | Armenia | 11 adult male; 2 adult female | Enabling Legal and Operational Environment for CSOs |
| Honduras | Guatemala | 1 adult male | Human Rights |
| Azerbaijan | Ukraine | 6 adult female | Women's civic and political participation |
| Afghanistan | Pakistan | 9 adult male; 5 adult female; 1 youth male | Conflict prevention |
| Afghanistan | Pakistan | 7 adult male; 3 adult female; 1 youth male | Conflict prevention |
| Afghanistan | Pakistan | 9 adult male; 6 adult female | Youth empowerment |
| Kazakhstan | Bulgaria | 2 adult male; 6 adult female | Government financing |
| Kazakhstan | N/A | 3 adult male; 5 adult female | CSO Institutional Development |
| Afghanistan | India | 12 adult male; 4 adult female | Civic and political participation |
| Armenia | Georgia | 7 adult male; 9 adult female | Human rights |
| Armenia | Czech Republic | 1 adult male; 1 adult female; 5 youth male; 8 youth female | Youth empowerment |
| Afghanistan | India | 23 male youth; 7 female youth | Youth empowerment |
| Afghanistan | Bulgaria | 13 adult male; 5 adult female | CSO institutional sustainability |
| Azerbaijan | Turkey | 6 adult female | Gender based violence |
| Azerbaijan | Poland | 1 adult male; 6 adult female | Advocacy |
| Paraguay; Colombia; USA; Ukraine; Belarus; Zimbabwe; South Africa | Spain | 4 adult male; 7 adult female | Information and Communication Technologies/New Media |
| N/A | USA | 1 adult male; 3 adult female | Information and Communication Technologies/New Media |

In addition to the various activities, GCSS LWA programs awarded grants to local partners to enhance their capacity in multiple core areas to achieve their mission. Since 2009, GCSS LWA programs awarded 1,539 grants, with a total value of \$29,076,806. Fiscal year 2012 saw the largest number of grants (457) while fiscal year 2013 had the highest dollar amount of grants awarded (\$15,063,855). Among the 33 GCSS LWA programs, IPACS II – Afghanistan awarded \$14,963,535 CSLGS – Armenia awarded \$5,805,278, and PACE – Lebanon awarded \$3,401,352.

Grants



Apart from the utilization of the KMP in the monitoring, evaluation, and reporting process, every GCSS LWA project developed its own Performance Management Plan to constantly assess program performance by monitoring the status of results indicators and program assumptions.

The 14 completed GCSS LWA projects used 182 performance indicators, including 84 output, 74 outcome, and 24 impact indicators, to track program implementation progress. Among these 182 indicators, projects exceeded targets in 107 (59%), met targets in 32 (18%), and failed to meet targets in 43 (24%).

The PEACE project in Chad exceeded targets in 5 (83%) of the 6 indicators, and fell short for 1 (17%).

Table 3

| Program | Indicator Name | Indicator Level | Baseline | Target | Achieved | Achievement Rate |
|------------|--|-----------------|----------|--------|----------|------------------|
| PEACE Chad | Number of election officials trained with USG assistance | Output | N/A | 75 | 190 | 253% |
| PEACE Chad | Number of people reached by voter and civic education and conflict resolution messages | Output | 0 | 9.8m | 10.7m | 109% |
| PEACE Chad | Number of CSOs trained in advocacy, public procurement and external oversight of public resource use | Output | N/A | 25 | 78 | 312% |
| PEACE Chad | Number of mechanisms for external oversight of public resource use supported by USG assistance implemented | Outcome | 0 | 5 | 7 | 140% |
| PEACE Chad | Percentage of participating government, election officials and CSOs demonstrating improved | Outcome | N/A | 20% | 27% | 135% |

| | | | | | | |
|--------------|---|---------|-----|-----|-----|-----|
| | understanding of EDR in managing EDR-related issues following USG-funded EDR workshops | | | | | |
| PEACE – Chad | Percentage of participating government, election officials and CSOs demonstrating increase in confidence in engaging in EDR-related issues following USG-funded EDR workshops | Outcome | N/A | 20% | 18% | 90% |

The IATP project in Moldova employed 21 indicators, among whose targets 6 (29%) were exceeded, 9 (43%) met, and 6 (29%) failed to meet.

Table 4

| Program | Indicator Name | Indicator Level | Baseline | Target | Achieved | Achievement Rate |
|----------------|---|-----------------|----------|--------|----------|------------------|
| IATP – Moldova | Number of media outlets that received USG-supported training to promote centers' services and financial sustainability | Output | 0 | 2 | 10 | 500% |
| IATP – Moldova | # of sustainability plans developed and being implemented | Output | 0 | 2 | 2 | 100% |
| IATP – Moldova | Operational and program-related costs are covered by an increased percentage of non-USG sources. | Output | 0 | 100% | 100% | 100% |
| IATP – Moldova | # of partnerships established with private and public sector institutions who would use the centers on a fee-for-service basis | Outcome | 0 | 20 | 15 | 75% |
| IATP – Moldova | Number of people who received internet access as a result of USG-funded programs | Output | 0 | 3000 | 4541 | 151% |
| IATP – Moldova | # of repeat users per month | Output | 0 | 2400 | 2313 | 96% |
| IATP – Moldova | # of new users per month | Output | 0 | 600 | 522 | 87% |
| IATP – Moldova | # of hours per month of internet access provided free of charge | Output | 0 | 420 | 420 | 100% |
| IATP – Moldova | # of online forums for target groups that link individuals with common interests and goals in different parts of Moldova | Output | 0 | 4 | 4 | 100% |
| IATP – Moldova | # of outreach / marketing plans developed and in use by centers | Outcome | 0 | 2 | 2 | 100% |
| IATP – Moldova | % of center users who cite utility of free internet access | Outcome | 0 | 80% | 80% | 100% |
| IATP – Moldova | % of centers users who participate in online civic dialogue; and/or access online government resources | Outcome | 0 | 10% | 22% | 220% |
| IATP – Moldova | # of people trained in ICT skills disaggregated by: legal professionals; small and medium enterprises; and agricultural workers | Output | 0 | 125 | 122 | 98% |
| IATP – Moldova | # of people trained in ICT skills disaggregated by: at-risk populations; | Output | 0 | 125 | 211 | 169% |

| | youth; and minorities | | | | | |
|----------------|---|---------|---|-----|-----|------|
| IATP – Moldova | # of local government representatives trained in ICT skills | Output | 0 | 125 | 164 | 131% |
| IATP – Moldova | # of civil society organization representatives trained in ICT skills | Output | 0 | 125 | 109 | 87% |
| IATP – Moldova | # of training participants (disaggregated by the types of trainings above) | Output | 0 | 500 | 606 | 121% |
| IATP – Moldova | % of training participants who cite utility of training programs to improving their professional skills | Outcome | 0 | 80% | 80% | 100% |
| IATP – Moldova | % of training participants who cite utility of training programs to their skills for potential employment, personal, or professional growth | Outcome | 0 | 80% | 80% | 100% |
| IATP – Moldova | % of training participants who cite utility of training programs to improve their services to constituents | Outcome | 0 | 60% | 60% | 100% |
| IATP – Moldova | % of training participants who cite utility of training programs to improve their outreach and advocacy skills as CSOs | Outcome | 0 | 80% | 50% | 63% |

Four performance indicators were found in the PICTT – Turkmenistan project’s final report, of which 3 (75%) exceeded targets while 1 (25%) fell short.

Table 5

| Program | Indicator Name | Indicator Level | Baseline | Target | Achieved | Achievement Rate |
|----------------------|---|-----------------|----------|--------|----------|------------------|
| PICTT – Turkmenistan | Number of host country individuals trained as a result of the USG investments involving HEIs | Output | | 1100 | 2742 | 249% |
| PICTT – Turkmenistan | Number of people who received internet access due to USG-funded programs | Output | 0 | 2400 | 12073 | 503% |
| PICTT – Turkmenistan | PICTT-supported institute constituents communicate through e-mail, online discussions, and other virtual communication on minimum monthly basis | Outcome | | 350 | 256 | 73% |
| PICTT – Turkmenistan | At least two distance learning courses developed and piloted in Turkmenistan | Outcome | 0 | 2 | 4 | 200% |

The Garima – India project employed 26 performance indicators to track progress, of which 17 (65%) exceeded targets, 2 (8%) met targets, and 7 (27%) didn’t meet targets.

Table 6

| Program | Indicator Name | Indicator Level | Baseline | Target | Achieved | Achievement Rate |
|----------------|---|-----------------|----------|--------|----------|------------------|
| Garima - India | Number of CSO advocacy campaigns supported by USG | Output | 5 | 7 | 7 | 100% |
| Garima - | Number of policy makers (National | Outcome | 0 | 35 | 92 | 263% |

| | | | | | | |
|----------------|--|---------|------|-------|-------|------|
| India | and State) taking steps to strengthen the implementation of the DV Act, PCPNDT Act and the PCM Act | | | | | |
| Garima - India | Progressive steps taken by Central and State Governments and their health departments to strengthen the implementation of the DV Act, PCPNDT Act and the PCM Act and to see GBV as a health issue | Outcome | 0 | 6 | 16 | 267% |
| Garima - India | Steps taken at district and community levels by local authorities (such as panchayats, collectors, district PCPNDT advisory cells, and other officials) to strengthen implementation of the DV Act, PCPNDT Act and the PCM Act | Outcome | 0 | 150 | 187 | 125% |
| Garima - India | Increased financial sustainability of WPC as demonstrated by WPC successful securing funding or contribution from corporate sector | Outcome | 0 | 2 | 5 | 250% |
| Garima - India | WPC membership sustained and increased | Output | 1000 | 1750 | 1458 | 83% |
| Garima - India | Number of community-based networks strengthened that provide legal information and referral support to women facing violence | Output | 836 | 1500 | 3087 | 206% |
| Garima - India | Action taken at community level by CBR groups and NGO partners against gender-based violence, female feticide & child marriage | Output | 0 | 7000 | 7900 | 113% |
| Garima - India | Number of participants in USG-funded programs supporting participation and inclusion of traditionally marginalized ethnic minority and/or religious minority groups | Outcome | 3900 | 6500 | 13260 | 204% |
| Garima - India | Number of violations of the various Acts reported by the CBOs to government authorities | Output | 0 | 3000 | 552 | 18% |
| Garima - India | % increase in intervention areas showing improved sex ratio at birth | Impact | N/A | 3% | 3.10% | 103% |
| Garima - India | % increase of women who report enhanced decision making powers including reproductive health decisions | Impact | N/A | 25% | 30% | 120% |
| Garima - India | % increase in women accessing primary health care services as a result of awareness raising activities by CBR groups | Impact | N/A | 33% | 65% | 197% |
| Garima - India | % increase in number of women accessing counseling and referral services on issues related to GV, RH/FP, early marriage and other issues addressed by the program | Impact | N/A | 30% | 10% | 33% |
| Garima - India | Number of people trained/oriented in Reproductive Health and Family Planning Issues with USG Funds | Output | 0 | 12000 | 46080 | 384% |

| | | | | | | |
|----------------|---|---------|-----|------|--------|------|
| Garima - India | Number of domestic HR NGOs/CBRs receiving USG support | Output | 0 | 1000 | 1043 | 104% |
| Garima - India | Number of USG-assisted service delivery points providing FP counseling or services | Outcome | 0 | 3000 | 2384 | 79% |
| Garima - India | Number of Village Health and Sanitation Committees developing Village Health Plans (VHPs) and displaying them prominently | Outcome | N/A | 200 | 178 | 89% |
| Garima - India | Number of villages in which monthly Maternal Child Health and Nutrition Day includes provision of RH services and information | Outcome | N/A | 200 | 250 | 125% |
| Garima - India | % Increase in referrals made by ASHAs expanding access to RH services for women | Impact | N/A | 25% | 43% | 172% |
| Garima - India | % increase in pregnancy registration (with appropriate issuance of certificates) | Impact | N/A | 25% | 38% | 152% |
| Garima - India | % of villages and neighborhoods of project intervention where referral services and transportation info are displayed in a prominent place | Outcome | N/A | 100% | 100% | 100% |
| Garima - India | % of trained health and justice sector personnel showing increased knowledge on women's legal rights, domestic violence and their responsibilities and liabilities under the three Acts | Outcome | 0 | 75% | 76.50% | 102% |
| Garima - India | Number of health and justice sector personnel trained by this program to address gender-based violence taking steps that demonstrate increased knowledge | Impact | 0 | 150 | 272 | 181% |
| Garima - India | Number of women receiving legal assistance or mediation support from the Family Court Help Desks (FCHDs) | Impact | 0 | 300 | 0 | 0% |
| Garima - India | % of women clients of FCHDs "satisfied" and "very satisfied" with help desk services | Impact | 0 | 50% | 0 | 0% |

The CSLGSP – Armenia project exceeded targets in 23 (59%) of its 39 performance indicators, met targets in 5 (13%), and didn't meet targets in 11 (28%).

Table 7

| Program | Indicator Name | Indicator Level | Baseline | Target | Achieved | Achievement Rate |
|------------------|---|-----------------|----------|--------|----------|------------------|
| CSLGSP - Armenia | Number of strategic plans developed by local government partners and their communities. | Outcome | 0 | 40 | 42 | 105% |
| CSLGSP - Armenia | Increased external funding for sustained development of targeted communities and the municipality | Outcome | N/A | 20% | 72.40% | 362% |
| CSLGSP - | Number of successfully implemented | Outcome | 0 | 45 | 59 | 131% |

| | | | | | | |
|------------------|---|---------|-----|------|--------|------|
| Armenia | community development projects with co-financing from local government | | | | | |
| CSLGSP - Armenia | Number of new mechanisms created for better government/civic engagement | Outcome | N/A | 18 | 20 | 111% |
| CSLGSP - Armenia | Number of communities that utilize mechanisms for government and citizen dialogue and action | Outcome | 0 | 40 | 116 | 290% |
| CSLGSP - Armenia | Long-term strategies of the target communities developed by local government partners and their communities are implemented | Impact | 0 | 20% | 20% | 100% |
| CSLGSP - Armenia | Number of citizens among target population who view themselves as participants in the local governance | Impact | N/A | 20% | 49.60% | 248% |
| CSLGSP - Armenia | Number of people among target population who believe the community strategic planning will positively impact their lives | Impact | N/A | 15% | 6.30% | 42% |
| CSLGSP - Armenia | Number of CSO advocacy campaigns supported by USG | Output | 0 | 280 | 265 | 95% |
| CSLGSP - Armenia | Number of USG assisted Civil Society Organizations that engage in advocacy and watchdog functions | Output | 0 | 135 | 168 | 124% |
| CSLGSP - Armenia | Number of USG assisted Civil Society Organizations that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees | Output | 0 | 16 | 44 | 275% |
| CSLGSP - Armenia | Number of policy analysis and position papers produced by think tanks and research institutions to generate wider public debate on policy issues | Output | 0 | 30 | 30 | 100% |
| CSLGSP - Armenia | Number of Human Rights Monitoring Grants awarded to human rights organizations | Output | 0 | 32 | 39 | 122% |
| CSLGSP - Armenia | Number of Civil Society Organizations using USG assistance to improve Internal Organizational Capacity | Output | 0 | 200 | 641 | 321% |
| CSLGSP - Armenia | Number of Domestic NGOs engaged in monitoring or advocacy work on human rights receiving USG support | Output | 8 | 180 | 165 | 92% |
| CSLGSP - Armenia | Number of human rights defenders trained and supported | Output | 0 | 365 | 525 | 144% |
| CSLGSP - Armenia | Number of Civil Society Organizations using USG assistance to promote political participation | Output | 0 | 50 | 91 | 182% |
| CSLGSP - Armenia | Number of individuals trained with USG assistance | Output | 0 | 1450 | 10159 | 701% |
| CSLGSP - Armenia | Number of policies that have been influenced by CSOs | Outcome | 0 | 20 | 32 | 160% |
| CSLGSP - Armenia | Number of community initiatives implemented by community activists in target areas | Outcome | 0 | 160 | 193 | 121% |
| CSLGSP - Armenia | Number of policy analysis and position papers produced by think tanks and | Outcome | 0 | 10 | 5 | 50% |

| | | | | | | |
|------------------|---|---------|-----|---------|---------|------|
| | research institutions effectively utilized by GOAM | | | | | |
| CSLGSP - Armenia | Number of targeted human rights case violations that are resolved successfully | Outcome | 0 | 10 | 2 | 20% |
| CSLGSP - Armenia | Civic participation in communities increased | Output | 0 | 15% | 51.20% | 341% |
| CSLGSP - Armenia | Advocacy score of USAID NGO Sustainability Index improved. | Output | 3.4 | 3.2 | 3.3 | 103% |
| CSLGSP - Armenia | Number of Special Studies | Output | 1 | 1 | 1 | 100% |
| CSLGSP - Armenia | Number of public forums resulting from USG assistance in which national legislators and members of the public interact | Output | 0 | 47 | 78 | 166% |
| CSLGSP - Armenia | Increased level of volunteering with socially based organizations | Impact | 8.2 | 10 | 10.9 | 109% |
| CSLGSP - Armenia | Increased level of volunteering with politically based organizations | Impact | 9.5 | 10.5 | 9.2 | 88% |
| CSLGSP - Armenia | Improved regulatory framework clarifying status of volunteerism | Impact | 0 | 1 | 1 | 100% |
| CSLGSP - Armenia | Number of individuals receiving voter and civic education through USG assisted programs | Output | 0 | 2969244 | 4200158 | 141% |
| CSLGSP - Armenia | Number of advocacy issues included in political party and candidate platforms | Output | 0 | 16 | 14 | 88% |
| CSLGSP - Armenia | Number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization | Output | 0 | 1135 | 971 | 86% |
| CSLGSP - Armenia | Number of sub-national governments receiving USG assistance to increase their annual own-source revenues | Output | 0 | 145 | 104 | 72% |
| CSLGSP - Armenia | Number of sub-national entities receiving USG assistance to improve their performance | Output | 0 | 43 | 43 | 100% |
| CSLGSP - Armenia | Increase in the level of fee collection by the local government (in Armenian Drams) | Outcome | N/A | 10% | 45% | 450% |
| CSLGSP - Armenia | Percent of municipal fiscal resources acquired through diversified sources of funding (disaggregated by types of funding, e.g. credit, humanitarian assistance, loan, etc.) | Outcome | N/A | 10% | 25.90% | 259% |
| CSLGSP - Armenia | Number of Inter-Community Unions providing shared services to member communities | Outcome | N/A | 3 | 17 | 567% |
| CSLGSP - Armenia | Progress toward inclusion of a long-term National Strategic Plan for Decentralization in 2012 Government program | Outcome | 0 | 5 | 4 | 80% |
| CSLGSP - Armenia | Greater transparency and accountability of LGs | Impact | N/A | 50% | 24.60% | 49% |

The IPACS-II – Afghanistan project used 16 indicators in total to measure its performance, among which 12 (75%) exceeded targets, 2 (13%) met targets, and 2 (13%) didn't meet targets.

Table 8

| Program | Indicator Name | Indicator Level | Baseline | Target | Achieved | Achievement Rate |
|------------------------|--|-----------------|----------|--------|----------|------------------|
| IPACS-II - Afghanistan | Number of positive modifications to enabling legislation/regulations for civil society proposed or accomplished with USG assistance. | Impact | 0 | 2 | 100 | 5000% |
| IPACS-II - Afghanistan | Number of government regulators of the provincial directorates of the NGO department trained on regulatory responsibilities under NGO Law | Output | 0 | 60 | 353 | 588% |
| IPACS-II - Afghanistan | Number of CSOs trained in the regulatory functions of the NGO to increase their capacity for compliance | Output | 0 | 199 | 178 | 89% |
| IPACS-II - Afghanistan | Number of IPACS partners' commentaries submitted to improve NGO legislation | Output | 0 | 0 | 0 | 0% |
| IPACS-II - Afghanistan | Number of interventions conducted to mainstream gender within the IPACS II program | Output | 0 | 57 | 154 | 270% |
| IPACS-II - Afghanistan | Number of civil society organizations using USG assistance to improve internal organizational capacity. | Output | 0 | 380 | 391 | 103% |
| IPACS-II - Afghanistan | Number of Afghan CSOs Capably Administering Small Grants to Other CSOs | Outcome | 0 | 10 | 36 | 360% |
| IPACS-II - Afghanistan | Number of civil society organizations using USG assistance to promote gender equality (USAID/Afghanistan Sub IR 1.4.4a) | Outcome | 0 | 179 | 300 | 168% |
| IPACS-II - Afghanistan | Number of Afghan CSOs certified by Counterpart | Outcome | 0 | 2 | 13 | 650% |
| IPACS-II - Afghanistan | Number of recommendations for new or improved social, economic and political laws, policies, regulations proposed by civil society through participatory processes | Outcome | 0 | 5 | 5 | 100% |
| IPACS-II - Afghanistan | Number of CSO initiatives to address community needs supported with USG funds | Output | 0 | 350 | 521 | 149% |
| IPACS-II - Afghanistan | Number of people who have completed USG assisted civic education programs (USAID/Afghanistan PPR Indicator 2.4.1-6) | Output | 0 | 5000 | 14553 | 291% |
| IPACS-II - Afghanistan | Number of USG-supported activities designed to promote or strengthen the civic participation of women (2.4-6 – IRS) | Output | 0 | 500 | 982 | 196% |
| IPACS-II - Afghanistan | Number of Civil Society Organizations (CSOs) receiving USG | Output | 0 | 144 | 1264 | 878% |

| | | | | | | |
|------------------------|--|--------|---|-------|-------|------|
| | assistance engaged in advocacy interventions. (USAID 2.4.1-9) | | | | | |
| IPACS-II - Afghanistan | Number of domestic NGOs engaged in monitoring or advocacy work on human rights receiving USG support. (USAID – 2.1.4-3) | Output | 0 | 126 | 106 | 84% |
| IPACS-II - Afghanistan | Number of people reached by a USG funded intervention providing GBV services (e.g., health, legal, psycho-social counselling, shelters, hotlines, other) | Output | 0 | 15000 | 24275 | 162% |

Out of the 11 indicators the YLP – Tajikistan project employed, 7 (64%) exceeded targets, 3 (27%) met targets, and 1 (9%) didn't meet targets.

Table 9

| Program | Indicator Name | Indicator Level | Baseline | Target | Achieved | Achievement Rate |
|------------------|--|-----------------|----------|--------|----------|------------------|
| YLP - Tajikistan | Number of people who have completed USG assisted civic education programs. | Output | 0 | 900 | 950 | 106% |
| YLP - Tajikistan | Number of civic initiatives led by youth supported through the program. | Output | 0 | 162 | 206 | 127% |
| YLP - Tajikistan | Number of youth trained to deliver civic education training to other youth | Output | 0 | 80 | 152 | 190% |
| YLP - Tajikistan | Percentage of change in the understanding and acceptance of the attributes of democratic governance by youth participants | Outcome | 0 | 70% | 70% | 100% |
| YLP - Tajikistan | Improved organizational capacity of partner Civil Society Organizations | Outcome | 0 | 35% | 63% | 180% |
| YLP - Tajikistan | Strengthened capacity of Civil Society Organizations to deliver youth programs and services | Outcome | 0 | 35% | 63% | 180% |
| YLP - Tajikistan | Increase in the number of female-led initiatives supported with USG funds | Outcome | 0 | 50% | 144% | 288% |
| YLP - Tajikistan | A Youth Program Framework is developed | Outcome | 0 | yes | yes | 100% |
| YLP - Tajikistan | NGOs that provide services and programs to youth are using the Youth Program Framework and find it useful | Outcome | 0 | yes | yes | 100% |
| YLP - Tajikistan | Percentage of youth participants who have completed civic education programs that are applying the knowledge or skills gained after 6 months and 12 months | Impact | 0 | 30% | 28% | 93% |
| YLP - Tajikistan | Number of policies, regulations or practices changed at the local level as a result of youth initiatives | Impact | 0 | 9 | 10 | 111% |

The SCE – Cameroon project only had 4 indicators, 3 (75%) of which exceeded targets and 1 (25%) met targets.

Table 10

| Program | Indicator Name | Indicator Level | Baseline | Target | Achieved | Achievement Rate |
|----------------|---|-----------------|----------|--------|----------|------------------|
| SCE - Cameroon | Number of Civil Society Organizations using USG assistance to improve internal organizational capacity | Output | 0 | 8 | 8 | 100% |
| SCE - Cameroon | Increased organizational capacity of SCE partner CSOs for management and civic and voter education | Outcome | 0 | 25% | 36% | 144% |
| SCE - Cameroon | Increased dialogue on electoral processes between CSOs and ELECAM | Outcome | 0 | 2 | 3 | 150% |
| SCE - Cameroon | Number of journalists trained in elections monitoring, new media technologies and objective elections reporting | Output | 0 | 60 | 62 | 103% |

The KCSS – Kazakhstan project exceeded targets in 9 (64%) of its 14 indicators, met targets in 3 (21%), and didn't meet targets in 2 (14%).

Table 11

| Program | Indicator Name | Indicator Level | Baseline | Target | Achieved | Achievement Rate |
|-------------------|---|-----------------|----------|---------|----------|------------------|
| KCSS - Kazakhstan | Number of Financial Sustainability Action Plans developed | Output | 0 | 38 | 39 | 103% |
| KCSS - Kazakhstan | Number of Organizational Development Action Plans developed | Output | 0 | 40 | 40 | 100% |
| KCSS - Kazakhstan | Improved institutional and financial capacity of 12 partner Civil Society Organizations | Outcome | 0 | 35% | 57% | 163% |
| KCSS - Kazakhstan | Number of research capacity and CSO management residencies within KCSS project (partner CSOs and Counterpart Almaty office) | Output | 0 | 25 | 20 | 80% |
| KCSS - Kazakhstan | Number of CSO advocacy campaigns supported by USG | Output | 0 | 18 | 19 | 106% |
| KCSS - Kazakhstan | Number of policy advocacy grants that reached 80% of stated objectives | Outcome | 0 | 18 | 18 | 100% |
| KCSS - Kazakhstan | Number of potential beneficiaries of advocacy initiatives | Outcome | 0 | 4000000 | 4774480 | 119% |
| KCSS - Kazakhstan | Increased policy advocacy capacity of Partner CSOs | Outcome | 0 | 30% | 22.50% | 75% |
| KCSS - Kazakhstan | Number of policies, laws and regulations influenced by Partner CSOs and their coalitions | Impact | 0 | 7 | 9 | 129% |
| KCSS - Kazakhstan | Number of people participating in dialogues, hearings, conferences and direct lobbying for new Social Contracting Law | Output | 0 | 360 | 449 | 125% |
| KCSS - | Number of CSO and Government | Output | 0 | 6 | 26 | 433% |

| | | | | | | |
|-------------------|--|---------|---|---------|---------|------|
| Kazakhstan | dialogues concerning Kazakhstan Civil Society | | | | | |
| KCSS - Kazakhstan | Number of people reached through new and traditional mass media | Output | 0 | 3000000 | 3000000 | 100% |
| KCSS - Kazakhstan | Improved communication and public outreach strategies and tools of selected Partner CSOs | Outcome | 0 | 15% | 53% | 353% |
| KCSS - Kazakhstan | Increased skills and utilization of new media tools by Partner CSOs | Outcome | 0 | 15% | 42.50% | 283% |

The PACE – Lebanon project employed 10 indicators, of which 8 had targets. Out of the 8 indicators which targets, 5 (63%) exceeded targets, 3 (38%) met targets, and 2 (25%) didn't meet targets.

Table 12

| Program | Indicator Name | Indicator Level | Baseline | Target | Achieved | Achievement Rate |
|----------------|---|-----------------|----------|--------|----------|------------------|
| PACE - Lebanon | Percentage of citizens who feel that their concerns are well-represented by civil society organizations | Impact | 29.30% | 34.30% | 27.40% | 80% |
| PACE - Lebanon | Percentage of citizens who feel they make a difference in their community | Impact | 38.90% | 43.90% | 44.50% | 101% |
| PACE - Lebanon | Number of non-government organizations that use program-produced policy research/briefs and civic education materials in their activities and campaigns | Outcome | 0 | 40 | 41 | 103% |
| PACE - Lebanon | Percentage of grantee organizations expanding their use of media platforms | Outcome | 0 | 80% | 95% | 119% |
| PACE - Lebanon | Number of USG-assisted Media-Sector CSOs and/or Institutions that serve to strengthen the independent media or journalists | Outcome | 0 | 12 | 11 | 92% |
| PACE - Lebanon | Percentage of CSOs that have improved internal organizational, media and advocacy capacity | Outcome | 0 | 75% | 76% | 101% |
| PACE - Lebanon | Number of public civic engagement activities held by USG-supported CSOs | Outcome | 0 | 65 | 154 | 237% |
| PACE - Lebanon | Number of social entrepreneurship concepts incubated by the project | Outcome | 0 | 15% | 15% | 100% |
| PACE - Lebanon | Number of CSOs receiving USG-assistance engaged in advocacy interventions | Output | 0 | N/A | 19 | N/A |
| PACE - Lebanon | Proportion of female participants in USG assisted programs designed to increase access to productive economic resources (assets, credit, income, or employment) | Output | 0 | N/A | 75/122 | N/A |

The LDP – Bangladesh project had 12 indicators in total and 7 indicators with targets. In these 7 indicators, 3 (43%) exceeded targets, 1 (14%) met targets, and 3 (43%) didn't meet targets.

Table 13

| Program | Indicator Name | Indicator Level | Baseline | Target | Achieved | Achievement Rate |
|------------------|--|-----------------|----------|--------|----------|------------------|
| LDP - Bangladesh | Increased knowledge and understanding of democracy among LDP leaders | Outcome | 3.59 | N/A | 3.73 | N/A |
| LDP - Bangladesh | Increased knowledge and understanding of community development among LDP leaders | Outcome | 2.76 | N/A | 3.06 | N/A |
| LDP - Bangladesh | Increased acceptance of the role of women and minorities in community development and government | Outcome | 0 | N/A | 0.81 | N/A |
| LDP - Bangladesh | Percentage of LDP interventions focused on women's engagement | Output | 0 | 40% | 48.96% | 122% |
| LDP - Bangladesh | Number of people who have completed USG assisted civic education program | Output | 0 | 13681 | 13681 | 100% |
| LDP - Bangladesh | Percentage of community development initiatives where LDP community leaders actively engage women | Outcome | 0 | 70% | 55% | 79% |
| LDP - Bangladesh | Increased number of formal communications between local government representatives and local community leaders on development and social initiatives | Outcome | 0 | 395 | 478 | 121% |
| LDP - Bangladesh | Number of policy impacts resulting from youth-led policy initiatives | Outcome | 0 | 21 | 4 | 19% |
| LDP - Bangladesh | Increased commitment of LDP leaders' addressing development challenges | Outcome | 3.02 | N/A | 3.35 | N/A |
| LDP - Bangladesh | Increased political and community engagement among LDP leaders | Outcome | 0 | N/A | 0.4 | N/A |
| LDP - Bangladesh | Number of community development initiatives accomplished by USG assistance | Output | 0 | 20 | 40 | 200% |
| LDP - Bangladesh | Number of activities implemented by Youth Development Centers to build youth leadership capacity | Output | 0 | 100 | 51 | 51% |

The LGSP – Chad project exceeded targets in 3 (60%) out of its 5 indicators with targets and met targets in 2 (40%). One indicator did not have targets.

Table 14

| Program | Indicator Name | Indicator Level | Baseline | Target | Achieved | Achievement Rate |
|-------------|---|-----------------|----------|--------|----------|------------------|
| LGSP - Chad | Number of hard and soft copies of the revised EISA Handbook in two languages distributed to newly elected officials and government institutions | Output | 0 | 800 | 810 | 101% |
| LGSP - Chad | Number of copies of LGSP materials for illiterate and semi-literate local elected officials and their constituents | Output | 0 | 3000 | 3000 | 100% |

| | distributed | | | | | |
|-------------|--|---------|---|-----|---------|------|
| LGSP - Chad | Number of Local Elected Officials trained by LGSP | Output | 0 | 300 | 306 | 102% |
| LGSP - Chad | Number of public forums resulting from USG assistance in which newly elected government officials and members of the public interact | Output | 0 | 10 | 10 | 100% |
| LGSP - Chad | Estimated number of people reached by LGSP radio programming | Output | 0 | N/A | 1500000 | N/A |
| LGSP - Chad | Percentage of newly elected government officials trained who report increased confidence in their ability to do their job | Outcome | 0 | 80% | 96% | 120% |

WPBI – Papua New Guinea had 13 indicators, out of which 5 (38%) exceeded targets, 1 (8%) met targets, and 7 (54%) didn't meet targets.

Table 15

| Program | Indicator Name | Indicator Level | Baseline | Target | Achieved | Achievement Rate |
|-------------------------|--|-----------------|----------|--------|----------|------------------|
| WPBI - Papua New Guinea | Number of CSOs using USG assistance to improve internal organizational capacity | Output | 0 | 7 | 6 | 86% |
| WPBI - Papua New Guinea | Number of people reached by a USG funded intervention providing GBV services | Output | 0 | 1000 | 501 | 50% |
| WPBI - Papua New Guinea | Number of WPBI activities aimed at establishing and improving trauma counseling services | Output | 0 | 20 | 22 | 110% |
| WPBI - Papua New Guinea | Increased organizational and technical capacity of WPBI partner CSOs | Outcome | 0 | 50% | 38% | 76% |
| WPBI - Papua New Guinea | Decrease in the percentage of target population that views GBV as acceptable | Impact | 0 | 10% | 14% | 140% |
| WPBI - Papua New Guinea | Number of local women participating in substantive role or position in peace building process supported with USG assistance | Outcome | 0 | 24 | 24 | 100% |
| WPBI - Papua New Guinea | Number of USG-assisted CSOs that participate in legislative proceedings and/or in advocacy with national legislature and its committees | Output | 0 | 3 | 2 | 67% |
| WPBI - Papua New Guinea | Number of laws, policies, or procedures drafted, proposed or adopted to promote gender equality at the regional, national or local level | Outcome | 0 | 2 | 1 | 50% |
| WPBI - Papua New Guinea | Number of CSOs receiving USG assistance engaged in advocacy interventions | Output | 0 | 7 | 5 | 71% |
| WPBI - Papua New Guinea | Number of people reached with messages raising awareness on ARB-NAP, promoting gender equality, and/or preventing gender-based violence | Output | 0 | 25000 | 391552 | 1566% |

| | | | | | | |
|-------------------------|--|---------|---|-----|-----|------|
| WPBI - Papua New Guinea | Increased awareness of ARB-NAP among target population | Outcome | 0 | 30% | 52% | 173% |
| WPBI - Papua New Guinea | Increased awareness among target population of available GBV and trauma counseling services offered by CSOs | Outcome | 0 | 30% | 45% | 150% |
| WPBI - Papua New Guinea | Percentage of target population reporting increased agreement with the concept that males and females should have equal access to social, economic and political opportunities | Impact | 0 | 5% | 3% | 60% |

IV. Challenges

As the topics and geographies of the programming conducted under the Global Civil Society Strengthening LWA were varied, so were the challenges faced under the mechanism. However, some recurring/overarching themes were identified that were seen in multiple programs.

Government Restriction on Activities

Several projects had limitations placed on activities, or even an inability to register, operate in country, or in one case our activities and office were shut-down by the Government. In Sudan, over the first 3.5 years of implementation Counterpart International and IREX operated the project off-shore. Initially the project conducted third-country trainings, primarily in Dubai. However, the Government informed partners that these trainings were not covered under the CSOs existing registrations, and that continuing to participate would jeopardize their status. After this, Counterpart operated off-shore from Nairobi, with a skeleton staff in Khartoum. After 3.5 years of implementation Counterpart successfully was able to register and operate from Khartoum. However, bank account challenges continued to hamper the project's ability to grant to local CSOs and YSOs.

In Afghanistan, the legal and regulatory environment under the IPACS II project limited the ability of CSOs to function effectively. The existing NGO and Social Organizations Laws in 2010 seriously impeded CSOs' ability to build their infrastructure capacity and positively influence policy.

The Promoting Information and Communication Technology in Turkmenistan project faced a number of challenges. The political context in Turkmenistan was volatile, with considerable implications for program activities with foreign donors. The heads of government organizations and ministries changed frequently, making it difficult to obtain the necessary approvals and commitments required for program activities. The first year of the project saw many rejections of activity proposals submitted to the Ministry of Foreign Affairs.

Under the Young Leaders Program in Tajikistan many challenges were faced. The Government of Tajikistan placed additional restrictions and pressure that influenced the project's work by adopting new laws on dealing with "foreign agents." The YLP project navigated these issues by deploying senior staff

from Dushanbe to meet with the local authorities in order to troubleshoot problems as they appeared in the course of the program.

In Azerbaijan Counterpart closed its office on September 23, 2015, as the status of registering the Women's Participation Program's extension with the Ministry of Justice remained pending. In the months preceding the office closure and suspension of registration, Counterpart's files and office computers were confiscated by the government, and the project staff were interviewed by government representatives. In late 2015/early 2016 Counterpart's materials were returned, the bank account returned to an active state, the travel ban that had been placed on the COP removed, and the registration for the extension of the project is moving forward.

Capacity of Local Grantees

Local grantee capacity varies widely across the projects implemented under the GCSS LWA. In Papua New Guinea, the first challenge faced for the local partners was the USG requirement to register on the System for Award Management. As USG assistance was new for these organizations, none of the partners had existing DUNS numbers or registration in the system. Connectivity issues in Bougainville and relatively low capacity for working with technology meant that partners struggled to work within the online systems to complete the registration requirements. The local staff was also unfamiliar with these requirements, and the hurdle was overcome once the project brought on an expat COP who could sit with each partner and help them with the registration process.

Challenges with the capacity of local grantees were also seen on other projects, such as the STEPS project in Malawi, where identifying sub-grantees for Malaria prevention and HIV/AIDS care and support was a much lengthier process than anticipated because partners required additional capacity building to meet the minimum requirements for proposal development skills as well as technical understanding of the focus areas, especially on HIV/AIDS care and support. The project team engaged a consultant on PEPFAR programming to support the proposal review process and provide technical guidance on interventions. Following this the project team engaged prospective partners in technical discussions to understand the requirements of the grants and modify their proposals accordingly.

Security

Given the locations where GCSS LWA projects were implemented, including Afghanistan and Lebanon, among others, it's not a great surprise that security proved a challenge to implementing some of the projects.

An internal assessment of the Promoting Active Civic Engagement project in Lebanon revealed the high probability of ongoing incidents of violence in various parts of the country, particularly Tripoli, Beqaa, Saida and Beirut. These security threats presented a dual challenge to ensure the safety of PACE and partner personnel in the field, while also preventing major derailment of planned activities. For some of the grantees under PACE there were similar challenges with implementation, in one case due to the severe deterioration of security conditions in Tripoli, which necessitated a two-month no-cost extension and prioritized security issues over any other advocacy effort.

Under the Initiative to Promote Afghan Civil Society II project in Afghanistan, Counterpart was often challenged to provide face-to-face technical assistance and monitoring in insecure provinces. To overcome this, Counterpart employed various methods to follow up with the grantees on their project on a regular basis, including use of its 19 key partners working in the affected provinces, regular phone and email communication, as well as periodic partners' forums hosted in either Kabul or nearby regional provincial hubs.

In Chad, under the Local Government Strengthening Program, planned public forums intended for a broader engagement session with a more general audience were transitioned to radio call-in shows due to the ongoing security threat from Boko Haram.

V. Significance

Counterpart and its consortium partners have implemented 33 projects throughout the life of the GCSS LWA. These projects have helped to build the capacity of our local partners to carry out their mission, to prepare them to receive donor funds directly and to increase the sustainability of these organizations. Civil society projects can be challenging when it comes to documenting the results, as sometimes the lack of a coup or a successfully held election is to some degree the result of a successful program initiative, but documenting or proving these results is nebulous at best. The development of civil society is also something that develops over the long-term, and back-sliding is possible at any time. One only has to look at developments in Russia since the break-up of the Soviet Union to see how what was once a promising landscape for the development of civil society is now one of the civic spaces considered "closed," and countless other examples exist.

In the just under seven years during which the GCSS LWA was implemented, many of the geographies in which we implemented projects saw gains for civil society. For example, in Chad the PEACE project created a civil society transparency coalition that coordinated the efforts of 24 CSOs and CSO networks on joint advocacy campaigns, activities, and shared best practices. The activities led to dialogue with decision makers who made changes that benefited the Chadian population.

In Armenia under the CSLGS project, Counterpart initiated group dialogues with national and regional CSOs involving more than 500 organizations. Following the Forums, Counterpart supported the formation of ten thematic working groups that recommended key legislative priorities to corresponding National Assembly Standing Committees. Counterpart sponsored "Legislative Agenda Advocacy Days" to enhance CSO involvement in the policymaking process.

In Afghanistan, the IPACS II project actively engaged stakeholders at the community and national level in policy dialogue and reform efforts. Counterpart's key partners held over 1000 community dialogues in which government officials, community leaders, CDCs, CSO representatives, and others identified key policy-related issues and concerns. These concerns were documented and elevated to a Regional Policy Dialogue, the results of which were, in turn, elevated to an Annual NPRC, allowing community voices to be heard at the Regional and National level, and enhancing civil society's ability to influence democratic policy making.

In Azerbaijan, the Women's Participation Program organized the first ever national Women's Leadership Conference, which brought together and engaged over 100 diverse stakeholders, including CSO and government

representatives in critical policy dialogue. This dialogue resulted in 22 policy recommendations for consideration by the Cabinet of Ministers.

The Strengthening Civic Engagement project in Cameroon increased collaboration between ELECAM and civic actors, which seemed an unlikely outcome in the design phase of the project. However, in total, five roundtables brought CSOs together with ELECAM and MINATD.

These projects represent just a handful of the openings for civil society and the broadening of civic space to which the GCSS LWA programs contributed. Less than half of the projects awarded under the GCSS LWA have concluded implementation, meaning that the window for increased capacity of civic actors and the contributions to constructive dialogue will continue for years to come.

VI. Lessons Learned

Overcoming Low Capacity Partners

By providing extensive technical assistance and training support, WPBI in Papua New Guinea helped address the low organizational capacity levels of each partner. Initially, to respond to the lack of experience with Fixed Obligation Grants, WPBI invested an extensive amount of time, energy and effort with each partner to help them produce each of their first set of deliverables, enabling partners to learn quite early in the life of their projects what WPBI's expectations were in terms of the quality of each deliverable. The achievement of each subsequent milestone and production of related deliverables became less demanding as WPBI's partners continued to improve their ability to manage these aspects of their subgrants. With that in mind, Counterpart would recommend that future programming take into consideration the starting capacity of potential partners prior to program implementation in order to properly account for the time and resources not only to build organizational capacity, but to allow for the extra assistance that low-capacity grantees may need with basic program management and tasks. In addition, as a part of the planning process and assessing the capacity-building needs of potential partners in a challenging and low-capacity environment like Bougainville, future projects should consider employing dedicated capacity building staff based in the project office to work with grantees through the life of their awards. Having dedicated staff whose intended purpose is to provide one-on-one, tailored assistance to each partner would accelerate capacity building results, as well as allow the program to more efficiently use its technically specialized staff to address the program's thematic targets.

FACT operates in an environment in which the relative weakness of organizational capacity of CSOs in Zambia is an issue. In order to mitigate this, FACT developed a more rigorous pre-award assessment for selecting CSO partners. The tool enabled Counterpart to identify a number of issues related to the capacity of sub-grantees that will require Counterpart to conduct careful monitoring and support to the local CSO grantees to ensure the successful implementation of the projects funded through the sub-awards. Special effort and time will need to be allocated to design short-term skills and knowledge building sessions in various areas including report writing, analysis and interpretation.

Implementing partners under STEPS have demonstrated issues adhering to sound financial management policies, which has impeded the implementation of activities. Intensive monitoring and training have been key in dealing with these challenges. Because these challenges arose, STEPS' management modified the original monitoring visits schedule, shifting from quarterly to monthly. This enabled them to more closely

monitor transactions and take more immediate action. Additionally, cross learning and skills transfer among partners can increase partner capacity and help yield quick successes within the project.

Gender Focal Points

In our Afghanistan IPACS II project, we initially required our CSO partners to hire a Gender Focal Point. We provided partial salary, training, and mechanisms for communication and coordination with other CSO Gender Focal Points. The intention was that during the life of the project, capacity would be built within the CSO in the area of gender integration and social inclusion so that at the project's completion, they were either able to sustain a Gender Specialist position on their own or the other staff would have been adequately trained in gender integration and could have continued GSI efforts.

This approach posed its own challenges. The Gender Focal Point position of our CSO partners became a position in which under-qualified women were hired to fill a vacancy and not necessarily to serve as a gender resource across the organization and its activities. In order to address this issue, Counterpart stopped requiring our partner CSOs to have a Gender Focal Point. Alternatively, the IPACS II project staff provided in-depth training on gender integration to all CSO staff. This training encouraged each member of the organization to be responsible for creating a gender equitable environment and ensuring a gender integration organizational approach.

Working with Youth

The Promoting Active Civic Engagement project in Lebanon found that cultural activities such as theater plays, folkloric dance, and rap concerts were unusual in the target areas and proved effective in attracting youth to an organization and keeping them engaged. These unconventional activities, combined with the more traditional training workshops and public debates, can play a role in challenging conservative mores imposed by political/religious parties, and encouraging youth to express themselves more freely on various topics. In some contexts, as was found to be the case in Lebanon, establishing a social media presence is no longer an option for CSOs due to the fragile political situation and the pressure placed on CSOs by the government. The popularity of social media networks in Lebanon is quite evident, particularly among youth. The use of citizen reporting tools to foster public accountability was effective amongst youth because of its and their ties to social media and web platforms. Through its work with youth-led groups, PACE found that supporting them can strengthen the groups greatly and allow them to play an ever increasing role in fostering civic engagement.

YLP in Tajikistan experience highlights the need to appropriately group youth together, whether by age and/or sex, so that they feel comfortable enough to participate and benefit from the activity. The YLP experience has shown that when youth (13-17 in age) are placed in the same group, one of two outcomes occurs: in one scenario, older youth tend to gravitate towards one another, alienating younger participants from discussions and activities, or conversely, in circumstances where young participants outnumber older ones, the older participants feel less inclined to work with those who are younger and therefore reduce their overall participation in the activity. To address this issue, YLP established a new course structure in FY2013 that promoted equal participation amongst all youth by segmenting them into smaller age groupings (13-15 and 16-17). This lesson is something that could prove beneficial for youth programming in Tajikistan and beyond.

Government Engagement

The Kazakhstan Civil Society Strengthening Project demonstrated the need to be sensitive to governments' perspective on areas of project implementation. The Kazakh government is particularly sensitive to foreign assistance in the civil society sector. Technical assistance, particularly in areas in which the local government is not fully receptive, must be carefully planned and delivered. For KCSS, Counterpart provided the TA directly to partnering CSOs so that they could lead the advocacy efforts themselves. This removed the appearance that foreign advisors were directly responsible for the advocacy campaign for reforming social contracting.

Internet Access Training Program in Moldova demonstrated the importance of communicating successes to local governments. In the case of the Comrat IATP Center, the NGO White Rose helped two women find employment using the resources of the center, something that the local governments strongly supported. In addition, the Comrat IATP Center also trained local public officials. By training local public authorities in IT skills, local governments often come to see the value of open access internet points and are more encouraged to support such efforts. Informing the government of these types of successes increases government buy-in, gives the government a justification for their continued support of the project, and gives them concrete examples of why this type of intervention is useful, which can enhance the sustainability of the project.

During the first year of implementation of the Young Leaders Project in Tajikistan, it became clear that there was a need to involve the Government of Tajikistan in the project at an early stage. Specifically, for work at local levels to be successful, or even possible, in the present climate governmental partners need to be on board and assume a degree of ownership of project activities. This was apparent in the implementation of the youth programming framework, which was eventually accepted and adopted by the government after years of discussion. The framework was presented early on in the project but it took time for the government to embrace the concept and link it with the Ministry of Education's own academic curriculum. They needed time to "make it their own" and see the advantages of a unified approach to youth civic education. While by end of YLP the framework was an active concept vis-à-vis the government, it is likely to need continual reinforcement in order to operationalize it. There are trained youth coordinators and local partners who will champion the approach, and key persons inside the Ministry of Education who will continue to actively pursue its implementation, though periodic monitoring would be valuable in this regard. Thus, the need for direct collaboration with national government institutions such as the AoE and the Youth Committee was essential, so that they willingly worked with YLP on a consistent basis and accepted and supported YLP's initiatives.

Time Management

During the SCE project, the electoral calendar changed repeatedly. Because many of the program's objectives and planned activities were tied to the election schedule, the SCE project and staff had to be flexible and be prepared to make adjustments to accommodate changes in the political environment that impacted project implementation. While this worked, in similar situations another approach would be to avoid focusing the whole program on the electoral calendar. Instead focus the program on the electoral process, including political participation, which is more open and faces less time constraints.

Limited timeframes, whether they are constrained due to project length, electoral schedule or other factors remain a problem in project implementation. Feedback from training given under the Local Government Support Project in Chad showed that participants, in this case elected local officials, didn't feel as though the available time was sufficient enough for them to develop a sound understanding of their roles and responsibilities. Counterpart did not have sufficient time nor the resources to deliver the training module throughout the country, but it is extremely important to expand the training to other regions, as requested by numerous stakeholders and partners. Many of Chad's remote municipalities likely have greater challenges in assuming their roles and responsibilities than those in N'Djamena.

VII. Expenditures

As of May 31, 2016, Counterpart had expended \$1,910,879 of the \$2,000,000 obligated for the GCSS LWA award, and had met the cost-share requirement of \$218,213. The project was delivered within budget with no cost overruns.