CAPABILITY STATEMENT:
USAID ACTIVE COMMUNITIES – EFFECTIVE STATES (ACES) IDIQ

INTRODUCTION

The ECODIT Consortium for the Active Communities – Effective States (ACES) IDIQ has demonstrated experience and capability in providing USAID Missions and other operating units (OUs) with a broad range of relevant technical assistance services in the Democracy, Human Rights, and Governance (DRG) sector. **ECODIT** (prime contractor) is uniquely positioned to **support the integration of DRG principles and practices across USAID's development portfolio**, enhancing development impact and sustainability.

Our firm successfully employs approaches that support greater participation, inclusion, transparency, and accountability, in support of socio-economic development, including in the energy, water, environment, and economic growth sectors. We are able and eager to partner with USAID to apply this lens to achieve democratic development, stability, and prosperity. This approach is especially critical for **preventing and tackling corruption**, a top priority for USAID.

ECODIT
At-a-Glance

Business Size: U.S. Small Business with a global reach

Year Incorporated: 1993

Home Office: Arlington, VA, USA, with a sister company in Beirut, Lebanon

DUNS Number: 111092144

Award Number: 7200AA21D00021

Project Offices: Harare, Zimbabwe; Beirut, Lebanon; Monrovia, Liberia; and Phnom Penh, Cambodia

Team: 20+ professionals at the Home Office and more than 100 project staff with extensive experience designing and implementing development solutions worldwide

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Website: www.ecodit.com

Examples of ECODIT's DRG Integration Experience

WASH
- Supporting governments to improve service delivery
- Increasing communication between utilities and customers
- Empowering communities to improve water governance

ENERGY
- Promoting legal and regulatory reform
- Establishing and supporting regulatory authorities
- Strengthening energy institutions

LAND
- Advancing effective, inclusive land tenure
- Increasing land rights
- Promoting peaceful resolution of land disputes

ENVIRONMENT
- Helping governments enact and enforce environmental laws
- Advancing sustainable natural resource governance
- Empowering civil society, women, and youth to advocate for environmental issues

Our two major subcontractors, **Counterpart International (Counterpart)** and **Democracy International (DI)**, are renowned for their technical and thought leadership in the DRG field and bring unparalleled expertise in working with governments, civil society, and citizens to support good governance, transparency, and accountability. Our team also includes **DEVLAB@Duke**, **International Development Group (IDG), International Executive Service Corps (IESC), Overseas Strategic Consulting (OSC), Social Impact (SI),** and **Training Resources Group (TRG).**

ACES IDIQ STATEMENT OF WORK

The purpose of the ACES IDIQ is to provide technical assistance and advisory services, training, and direct program implementation to support host country good governance, transparency, and accountability. The IDIQ supports the integration of good governance into programs across USAID's development portfolio, such as health, environment, and economic growth. This means applying DRG principles and practices to address obstacles in other sectors, thereby improving overall development outcomes. For example, good governance can be advanced by strengthening DRG principles in the delivery of services in the water sector, environmental and land management, and energy supply and utilization, areas where ECODIT has proven technical expertise.

The ACES IDIQ can be used by USAID OUs in Washington and in countries in all stages of political development, from those

> *Small Business Set-Aside RFTOPs under the ACES IDIQ*
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> **Small Business Reserve**: All task orders (TOs) issued under the ACES IDIQ greater than $3,500 but less than or equal to $5,000,000.00 must be competed first with any category of small or small disadvantaged business contract holders.
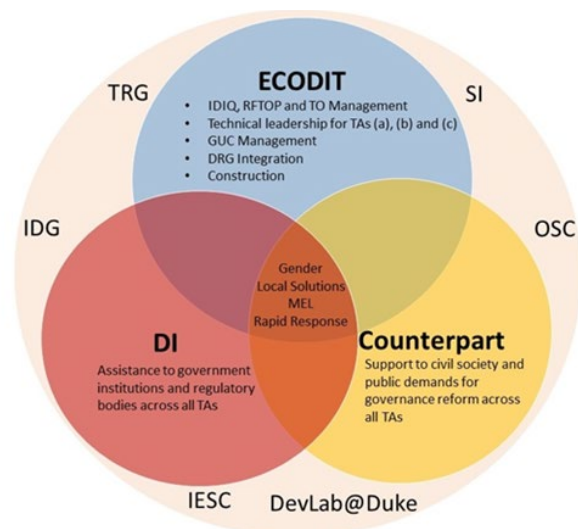>
> **Small Business Exception to Fair Opportunity**: USAID may directly place TOs with any category of small or small disadvantaged business that received one of the IDIQs awarded from the solicitation. Upon review of the corporate capability information of small business holders provided by the IDIQ COR, the TOCOR can either recommend to the TOCO one of the contractors for award or, if corporate capability is equal, the TOCOR will follow the appropriate RFTOP procedures of the IDIQ for small business set-asides. The TOCO is responsible for final selection, negotiation, and Task Order award. **The $5,000,000.00 threshold does not apply when using the small business exception and fair opportunity procedures**.

experiencing conflict or fragility to strong performers. Activities under the IDIQ fall within one or more of the following technical areas (TAs): (a) Good Governance and Anti-Corruption; (b) Strengthening the Legislative Function/Legal Framework; (c) Decentralization and Local Governance; (d) Rule of Law and Security Sector Reform; and (e) Strengthening Oversight Mechanisms.

OUR CONSORTIUM

The ECODIT Consortium has extensive and diverse experience relevant to the ACES IDIQ, as detailed next.

ECODIT LLC (*prime contractor*) is a trusted USAID partner with 28 years of experience working with governments, businesses, and local communities to advance environmentally- and socially responsible development around the world. A leader in bringing people and ideas together to create a positive lasting impact on communities and their environments, ECODIT has implemented more than 250 projects for

diverse clients in more than 55 countries. We engage people with local know-how and proven talents, and we work side-by-side with them to design, develop and implement innovative programs that are adapted to their situation and needs. ECODIT is an ISO 9001:2015 certified company, recognized for striving to ensure that services meet clients' requirements and that quality is continually improved. In addition to its headquarters in Arlington, Virginia, ECODIT currently maintains in-country registration and offices in Cambodia, Lebanon, Liberia, and Zimbabwe.

Core Capabilities:

- Efficient management of multi-year multi-million-dollar USAID contracts with large teams, multiple subcontractors, and significant short-term technical assistance (STTA), in addition to short-term quick turnaround assignments (e.g., assessments, evaluations); seasoned IDIQ manager and currently holds five USAID IDIQs with active ordering periods, and the GSA MAS and GSA OASIS Small Business Pool 1 IDIQ
- Proven track record of integrating DRG into energy, water, biodiversity conservation, and rural tourism sectors
- Quality technical assistance and capacity building in governance, energy, climate, water, and natural resource management (NRM) sectors
- Strong grants and Activity Fund management, private sector engagement, finance facilitation, and co-creation
- Communications, knowledge management, research and analysis

Counterpart International (Counterpart) (*major subcontractor*) has been a leader in implementing local governance and civic engagement programs for more than 55 years in more than 65 countries. Working within local systems to help partners create their own solutions, apply learning, and test and scale-up successful approaches, Counterpart implements good governance, transparency, and citizen oversight programs that support locally-led efforts to build inclusive, resilient, and sustainable communities. CI has more than 10 offices in the U.S., Africa, Asia, and Latin America and the Caribbean.

Core Capabilities:

- Technical leadership in civic engagement, social inclusion, civil society strengthening, conflict mitigation and transformation
- Advocacy, civil society organization (CSO) watchdog/oversight, community mobilization, public budgeting, social accountability
- Recognized by USAID for its CSO development model, certification process, and toolkit

Democracy International (DI) (*major subcontractor*) has provided leading DRG services in 80 countries for more than 15 years. DI has worked with government institutions and regulatory bodies to improve governance at all levels, reduce corruption, promote transparency and accountability, and strengthen the rule of law. DI maintains 10 offices in the U.S, Africa, Asia, and Latin America and the Caribbean.

Core Capabilities:

- Management of programs in conflict zones and with rapid deployment, in addition to short-term quick turnaround assignments that include project implementation and DRG assessments and evaluations
Technical assistance and capacity building in governance and political processes

DevLab@Duke provides methodological country-level and sectoral expertise to development practitioners—both donors and implementers—at all stages of project conceptualization, design, implementation, and evaluation. DevLab routinely works with local organizations to implement data collection activities and build organizations' monitoring, evaluation, and learning (MEL) capacity. DevLab conducts experimental and quasi-experimental impact evaluation designs, employing machine learning and big data methods, survey design and other data collection tools, and data analytics, including impact evaluation econometrics, web scraping, and geospatial analysis.

Core Capabilities:
- Applying research and data collection and analysis tools to enhance the knowledge gained from international development work being carried out across the globe
- Survey design and other data collection tools; data analytics, including impact evaluation econometrics; web scraping; geospatial analysis; and network analysis

International Development Group (IDG) brings more than 30 years of experience in global private sector development and public financial management with an inclusive economic growth lens. IDG's core areas of expertise lie in improving business enabling environments and strengthening public financial systems, and supporting technical areas include providing access to financing for small- and medium-size enterprises (SMEs), strengthening public private partnerships (PPPs), implementing market systems approaches, and advancing workforce development. IDG is well versed in USAID project implementation focused on public financial management, domestic resource mobilization, regulatory reform, cost benefit analysis, and budgeting and expenditure analysis.

Core Capabilities:
- Small business with 30+ years of experience in providing consulting services in economic growth
- Financial management systems, legal and regulatory reform, administrative re-engineering, cost-benefit analysis

The International Executive Service Corps (IESC) is a leading U.S. nonprofit with more than five decades of experience implementing programs throughout the developing world that catalyze the development of private enterprises, public institutions, business support organizations, and financial institutions. IESC has implemented more than 250 economic development programs in 137 countries, resulting in the creation of over one million jobs. IESC programs address legal and regulatory issues impeding private sector development and build the capacity of government agencies to serve as strong public sector partners in fostering economic growth. IESC maintains nine offices throughout the world.

Core Capabilities:
- Improving policy development and capacity building all levels of government in support of streamlined business enabling environment
- Implementing market-based solutions for business growth and job creation

Overseas Strategic Consulting, Ltd. (OSC) has designed and implemented innovative strategic communications solutions on USAID programs in Washington, DC and in more than 45 countries throughout Africa, Asia, Europe, and Latin America for over 28 years. OSC has a proven track record of increasing citizens' participation in development initiatives and creating platforms for critical dialogue and engagement with government, CSOs, and other key stakeholders. OSC delivers advocacy and public education capacity building for CSOs, NGOs, community groups, and citizens to enable them to effectively target and advocate for citizen-led development initiatives. OSC maintains 12 offices throughout the world.

Core Capabilities:
- Strategic communications for USAID initiatives in DRG, economic growth, trade, global health, environment
- Stakeholder and beneficiary engagement platforms in support of good governance

Social Impact (SI) has 25 years of experience in conducting qualitative and quantitative-based monitoring systems and evaluations and is a recognized expert in improving program implementation, project and mission-wide collaboration and organizational learning, data quality assurance, and adaptive management. SI offers a full spectrum of services including designing monitoring frameworks and conducting performance, program, and impact evaluations; and facilitating learning and organizational development for a variety of actors using traditional and non-traditional approaches. SI maintains 10 offices throughout the world.

Core Capabilities:
- Leading USAID provider of MEL services
- Performance and impact evaluations, gender and social analysis, Data Quality Assessments, Political Economy Analysis

Training Resources Group, Inc. (TRG) has provided high quality training and learning, facilitation, team building, and management consulting services for USAID for 35 years. TRG has developed and implemented both technical and "soft skill" training strategies at the organizational, project, and local and national government levels and designs and facilitates highly participatory workshops, conferences, team retreats, stakeholder meetings, and other events. An important aspect of TRG's work for USAID in recent years has been the development of learning agendas and other activities in line with MEL and Collaboration, Learning, and Adaptation (CLA) principles.

Core Capabilities:
- Training, capacity building and facilitation in international development context

THE ECODIT ACES IDIQ CONSORTIUM'S GLOBAL PRESENCE:	
60+ offices in 40+ countries throughout Africa, Asia, Latin America and the Caribbean, and the Middle East	
USAID Region	**Countries with a Permanent or Project Office**
Africa	Burundi, Djibouti, Ethiopia, Kenya, Liberia, Malawi, Mauritania, Mozambique, Nepal, Niger, Nigeria, Senegal, Somalia, South Sudan, Tanzania, Zimbabwe
Asia	Afghanistan, Cambodia, Bangladesh, Sri Lanka, Timor Leste, Vietnam
Europe and Eurasia (E&E)	Albania, Armenia, Bosnia and Herzegovina (BiH), Kosovo, Georgia, Moldova, North Macedonia, Ukraine
Latin American and the Caribbean	Dominican Republic, El Salvador, Guatemala, Haiti, Jamaica
Middle East	Iraq, Jordan, Lebanon, Tunisia

OUR TEAM

The ECODIT Consortium employs hundreds of experts with experience in advancing good governance, enhancing the rule of law, engaging in legislative reform, combatting corruption, supporting decentralization, and strengthening oversight mechanisms, among others. All ECODIT projects are supported by a fully integrated, multi-disciplinary team of 20+ dedicated technical, human resource, administrative, finance, and contracts experts in its home office (HO) in Arlington, Virginia and other locations around the world. Key governance experts from the ECODIT Consortium include the following:

Steve Anlian, AICP, Senior DRG Specialist and ACES IDIQ Manager at ECODIT, is a professional planner and international development expert with more than 30 years of experience in USG foreign assistance programs related to DRG, particularly local governance, decentralization, improved public service delivery, strengthened oversight mechanisms, community development, and sustainable local economic recovery in volatile environments. He previously served as Chief of Party (COP) for the ECODIT-implemented USAID Support of the Urban Policy (SOUP) Project, which supported the roll-out and application of USAID's Urban Policy and provided results-oriented products to support learning, dissemination and knowledge management related to urban programming. Mr. Anlian has lived and worked in developing countries, managing governance programs and technical projects with significant governance components, primarily as COP for USAID projects.

Roula Attar, President and Governance Practice Lead at ECODIT, has more than 20 years of experience in governance, management, and implementation. She has designed and managed electoral assistance, legislative

strengthening, pollical party development, citizen participation, female empowerment, and communications programs. Prior to joining ECODIT, Ms. Attar was the Lebanon Country Director for Search for Common Ground, where she designed and implemented programs with Lebanese youth, the media and the public sector, to help transform the next generation's approach to conflict. Previously, she founded the field office in Jordan and managed programs for the National Democratic Institute for International Affairs (NDI), serving as Country Director and COP, and leading multi-million dollar democracy assistance programs funded by USAID, the National Endowment for Democracy (NED), and the Middle East Partnership Initiative (MEPI).

Celia Zeilberger, Director of Communications and Learning at ECODIT, has more than a decade of experience providing leadership and support to USAID projects in the Middle East, Asia, and Africa, working at the intersection of communications and governance. At ECODIT, she manages internal and external communications and learning and provides communications leadership to the firm's project implementation teams across practice areas. Prior to joining ECODIT, Ms. Zeilberger served as the Senior Development Outreach and Communications Specialist at USAID/Ghana, where she oversaw outreach and communications for the large and active mission, including a dynamic social and behavior change communications (SBCC) campaign designed at combatting violence around the Ghanaian presidential elections. In recognition of these efforts, she received two Meritorious Honor Awards from the Department of State. Ms. Zeilberger also has worked on the USAID Water Communications and Knowledge Management Project, as a journalist in Yemen, and in the nonprofit and academic sectors.

Christian Arandel, Senior Director of Program Quality and Learning at Counterpart, is a senior governance expert with 25 years of international development experience throughout the Middle East and North Africa region, including Lebanon, Yemen, Iraq, Jordan, Syria, Tunisia, Egypt and Morocco, as well as Afghanistan, DRC, Guinea, Haiti, Senegal, Mali, Mauritania, and Kenya. He provides technical oversight and advisory support to CI's local governance programs. He previously served as COP of the USAID/Morocco Local Governance Project. He provides expertise on an array of governance issues, including participation techniques, strategic planning, transparency, accountability mechanisms, local-resource mobilization, cross-sectoral service provision, PPPs, land management, decentralization policies, and political systems. In addition to conducting technical assistance missions and managing projects on these topics, he contributes to assessments, studies and peer reviewed papers.

Michael Barluk, Director of Governance Programs at Counterpart, has more than 20 years of experience in political and public affairs, including as Chief of Staff and top aide to federal ministers, and in governance and legislative development in emerging democracies. Mr. Barluk drives Counterpart's strategy and expertise in the governance field. He has a rich background in USAID program design and in leading complex DRG programs worldwide.

Eric Bjornlund, President at DI, has 30 years of experience working on DRG programs in more than 70 countries. He served previously, by appointment of the Administrator of USAID, as a member of the U.S. Advisory Committee on Voluntary Foreign Aid, on the Executive Advisory Board of the Council of International Development Companies, and as Co-Chair of the DRG Workgroup of the Society for International Development-Washington. He currently serves as Board Chair of the Election Reformers Network, on the Advisory Board of the graduate program in Democracy and Governance at Georgetown University, and as Executive Secretary and Board Member of the Advancing Democratic Elections and Political Transitions consortium of leading democracy promotion organizations.

Liza Prendergast, Vice President, Strategy and Technical Leadership at DI, has more than 15 years of expertise in democracy and governance and rule of law. She has designed and supported numerous USAID-funded analyses of democratic transitions issues. Since 2012, she has served on the Advisory Board for Friends of European Humanities University, a Belarusian university in exile educating future democratic leaders. She has supported political peacebuilding in South Sudan from 2011-21, with USAID, IOM, DI, and NDI. She has worked with Ministries of Education, including in Senegal and Thailand, to institutionalize democracy education in curriculum. She also managed regional democracy support projects operating in Ghana, Malawi, South Africa, Serbia, Kosovo, and Bosnia and Herzegovina, Poland, and Romania.

Dr. Erik Wibbels is founding member and Co-Director of DevLab@Duke, and the Robert O. Keohane Professor of Political Science at Duke University. His research focuses on development, decentralized governance, and other areas of political economy, and he has worked with USAID's DRG Centre, USAID mission officers, AidData, RTI International, the World Bank and others on projects around the world.

Dr. David Snelbecker, CEO at IDG, is a senior economic policy advisor, project manager, and executive with over 25 years of experience. He has extensive experience managing economic growth development projects, such as a $5M trade policy project in Ukraine; a $4.2M investment enabling environment project in Sri Lanka; and a $14M global project providing economic analytical services. He holds a PhD and MA in Public Policy from the Kennedy School of Government, Harvard University.

Dorothea (Dee) Hertzberg, Institutional Capacity-building Specialist at TRG, has 20 years of experience leading and coaching large multi-cultural teams to implement community-led development programs with marginalized populations in Latin America and Sub-Saharan Africa. She is currently the Task Order Manager for the Training, Facilitation and Digital Services contract with USAID's Office of Transition Initiatives; and has extensive experience facilitating Strategic Review Sessions for their country programs including in Burkina Faso, Niger, Nigeria, Libya, Mozambique, Ukraine, and Ethiopia. Ms. Hertzberg serves as the Project Manager for the USAID DRC Integrated Health Project (IHP) and designs and facilitates leadership, management, and coaching workshops for the IHP and Ministry of Health staff with the aim of building institutional capacity and project outcomes. Before joining TRG, Ms. Hertzberg served as Peace Corps Africa Region's Senior Advisor for Programming, Training, and Evaluation and their Chief of Operations. Prior to these roles, she lived overseas for seven years, where she focused on building the organizational capacity of several Peace Corps programs in her roles of Country Director in Madagascar, and Director of Programming and Training in Paraguay. She is fluent in Spanish, French, and English.

Samir Panjwani, M&E Specialist at SI, has over 12 years of progressively responsible experience supporting and managing baseline, midterm and final performance evaluations and assessments for clients including USAID, Department of State, DFID, and large NGOs. As a Senior Program Manager for Strategy, Performance and Learning at Social Impact, he provides technical and managerial leadership to a wide range of evaluations using a variety of quantitative and qualitative methods in Africa and MENA. Mr. Panjwani holds an MA in Poverty and Development from the University of Sussex in the UK and is fluent in Urdu.

OUR PAST PERFORMANCE

ECODIT and its two major subcontractors, Counterpart and DI, have a proven track record of successfully implementing complex governance and related projects for USAID and other partners. Evidence of our past performance is provided by the following recent and relevant projects.

	#	Activity Name and Contract/Award #	Period of Performance	TEC Amount
**Past Performance Contracts for ECODIT and its Major Subcontractors**			
ECODIT	1	USAID/Lebanon Diverting Waste by Encouraging Reuse and Recycling (DAWERR) Activity 72026820C00002	Aug. 2020 – July 2025	$15,000,000
	2	USAID Support of the Urban Policy (SOUP) Project AID-OAA-TO-15-00049	Oct. 2015 – Sept. 2018	$1,314,706
	3	USAID/Central Asia Energy Links Project AID-176-C-14-00004	Oct. 2014 – Sept. 2019	$22,860,055
	4	USAID/DRC Power Sector Reform (PSR) Project AID-660-TO-16-00003	May 2016 – May 2019	$8,188,776

	5	USAID Clean Energy Finance Facility for the Caribbean and Central America (CEFF-CCA) AID-OAA-TO-16-00001, under AID-OAA-I-13-00016	Oct. 2015 – Oct. 2018	$12,700,000
Counterpart International	6	USAID Afghan Civic Engagement Program (ACEP) AID-306-A-14-00001	Dec. 2013 – Dec. 2018	$50,000,000
	7	USAID Participatory, Responsive Governance – Principal Activity (PRG-PA) in Niger AID-625-LA-16-00001	Feb. 2016 – Feb. 2021	$18,000,000
	8	USAID Yemen Responsive Governance Project (RGP) 279-A-00-10-00028-00	May 2010 – Dec. 2015	$36,303,576
	9	USAID El Salvador Rights and Dignity Project AID-519-A-17-00002	Jan. 2017 – Jan. 2022	$15,000,000
	10	USAID Morocco Civil Society Strengthening Program (CSSP) AID-608-LA-15-00001	Jan. 2015 – Jan. 2019	$17,254,000
Democracy International	11	USAID Strengthening Political Landscape (SPL) in Bangladesh Program AID-388-A-17-00003	Mar. 2017 – Mar. 2022	$16,795,763
	12	U.S. Department of State Tunisia Association Law Support Project STS-80017GR0090	Oct. 2017 – Feb. 2019	$749,938
	13	USAID Afghanistan Advancing Efforts for Reform and Civic Accountability (AERCA) 306-A-00-09-00522-00	July 2009 – June 2017	$51,302,682
	14	USAID Systems to Uphold the Credibility and Constitutionality of Elections in South Sudan (SUCCESS) AID-668-A-13-00004	Sept. 2013 – Sept. 2018	$74,799,668
	15	USAID Latin American and Caribbean Youth Crime and Violence Prevention Analytical Support Services AID-OAA-I-10-00004/AID-OAA-TO-13-00047	Sept. 2013 – Aug. 2016	$1,638,433.98

OUR EXPERIENCE

The ECODIT Consortium has worked throughout the world on groundbreaking DRG activities. A selection of current and recent relevant projects implemented by ECODIT and its partners is provided next.

USAID Liberia Land Management Activity *($9.4M, 2021-2025*)
Implementer: ECODIT
The USAID Liberia Land Management Activity is advancing effective and inclusive management of communal land through land tenure processes and promoting the formalization of land rights in Liberia, with special consideration for customary land rights and the rights of women, youth, and marginalized groups. Activities include building the capacity of the Liberia Land Authority, civil society, and the private sector to support communities to secure land rights; facilitating the establishment and implementation of land use plans; developing the leadership capabilities of women, youth, persons with disabilities, and other marginalized groups; engaging traditional leaders and men for improved and peaceful power-sharing; and promoting alternative dispute resolution for land disputes.

USAID Zimbabwe Resilience through Accelerating New Community-based Holistic Outcomes for Resource Sustainability (Resilience ANCHORS) Activity *($19M, 2020-2025*)
Implementer: ECODIT
The USAID Zimbabwe Resilience ANCHORS Activity is building the capacity of local partners and communities on sustainable natural resources governance to safeguard biodiversity and build community resilience. The project is empowering Zimbabwean communities to develop selected landscapes into "resilience anchors" and reduce their vulnerability to climatic shocks and economic stresses. ECODIT is working with communities, the private sector, civil society, and local government bodies to achieve these goals, drawing on its extensive experience in community and private sector engagement and natural resource governance.

USAID Lebanon Diverting Waste by Encouraging Reuse and Recycling (DAWERR) Activity *($15M, 2020-2025)*
Implementer: ECODIT

The USAID DAWERR Activity is working with municipalities, local communities, and the private sector to implement integrated solid waste management solutions for municipalities and unions of municipalities. The Activity employs innovative co-creation and solution identification approaches, engaging national and local governments, communities, youth, civil society, and the private sector. The results will be improved health and social welfare and expanded economic horizons for the people of Lebanon.

ECODIT is supporting local solutions to effective solid waste management in Lebanon. (*Photo Credit: ECODIT*)

USAID Cambodia Green Future Activity (CGFA) *($5M, 2019-2024*)
Implementer: ECODIT

The USAID CGFA is a five-year project aimed at mobilizing communities, especially youth, to conserve biodiversity and protect natural resources. The CGFA team employs best practices in community engagement and SBCC to increase awareness and catalyze action via strategic campaigns in social media, radio, television, community events, and other methods. This includes a large grants management component, in which the project supports local youth organizations to take part in community outreach around natural resource management.

USAID Vietnam Green Annamites Activity (VNGA) *($24M, 2016-2021)*
Implementer: ECODIT

The USAID VNGA worked with provincial government bodies in Vietnam to help them better monitor and manage natural resources and enforce environmental laws; supported forest-dependent communities to engage in sustainable alternative livelihoods through a robust grants program; established carbon markets; and facilitated partnerships with the private sector. The project laid the groundwork for Vietnamese governments, communities, and businesses to continue working together to protect Vietnam's natural resources. Accomplishments included reducing greenhouse gas emissions by over 11.6 million metric tons of carbon dioxide equivalent, boosting incomes for more than 15,000 people, and mobilizing more than $59 million in private sector funding for the environment—nearly triple the Activity's initial target.

ECODIT worked with provincial government bodies in Vietnam on natural resource management. (*Photo Credit: ECODIT*)

USAID Support for the Urban Policy (SOUP) Project *($1.3M, 2015-2018)*
Implementer: ECODIT

The USAID SOUP Project supported USAID's urban programming through training, program evaluations, and CKM. Accomplishments included delivering a training workshop for USAID staff members on Integration and Evidence for Urban Programming; designing and developing the *UrbanLinks* (https://urban-links.org/) platform to improve the management of knowledge in the urban sphere; supporting high-level events; producing photo essays, blog posts, case studies, a gender analysis, and infographics on urban issues; and conducting an assessment for USAID Bosnia and Herzegovina to prioritize areas for assistance focusing on sustainable energy in urban areas.

USAID Resilient Governance in Niger (RGN, $19M, 2021-2026)
Implementer: Counterpart International

The USAID RGN project works to enhance government officials' understanding of their responsibilities for communal governance through a focus on peer learning and a collaboration to resolve local problems; build the ability of communes to carry out their core functions through action-focused capacity development, peer-to-peer exchanges, and mentoring; promote awareness and confidence building among citizens; and support the strengthening of Citizen Monitoring Committees, issue-driven coalitions, and learnings and advocacy networks.

USAID/Timor-Leste NGO Advocacy for Good Governance Activity ($9.5M, 2020-2025)
Implementer: Counterpart International
Through this initiative, CI is strengthening the organizational, research, networking, and financial capacity for a cohort of Timorese NGOs to provide increased evidence-based, responsive, and sustainable advocacy services on behalf of citizens. To realize this goal, the Activity focuses on four objectives: 1) strengthening NGO organizational capacity; 2) improving advocacy, research, analysis, and networking capacities for better response to constituents; 3) fostering more diverse and regular revenue streams; and 4) promoting an enabling environment that fosters independent NGOs.

USAID El Salvador Strength in Diversity (*Diversidad en Movimiento*) ($900k, 2021-2023)
Implementer: Counterpart International
Diversidad en Movimiento in El Salvador directly responds to the need to strengthen the LGBTQI+ movement's ability to more effectively and collectively express, communicate, and defend the common human rights interests of the Salvadoran LGBTQI+ population. The project is engaging and strengthening the capacities of lesbians, queer woman, and LGBTQI+ emerging leaders and groups currently underrepresented in the movement, as well as enhancing the organizational capacity of the Salvadoran LGBTI Federation.

USAID Bangladesh Promoting Advocacy and Rights (PAR, $6.9M, 2018-2023)
Implementer: Counterpart International
PAR works to strengthen the enabling environment for sustained civil society institutions advancing democratic governance and citizen participation in Bangladesh. Through the project, Counterpart created a living Political Economy Analysis and Gender Analysis that informs the training and technical assistance provided to Bangladeshi civil society, media, academia, and government officials. In December 2019, PAR launched the Online Advocacy Toolbox, a multi-function platform that serves as a dynamic repository for information, tools, and training materials based on best practices in advocacy in Bangladesh and internationally; a discussion platform for bridging the geographic divide for collaboration between CSOs across Bangladesh; and a showcase of success stories and advocacy initiatives across the country. PAR also conducted basic and mid-level research trainings for 25 district-level CSOs to give participants deeper understanding and knowledge needed to draft well-researched reports discussing the issues on which their organizations focus.

USAID El Salvador Rights and Dignity Project *($15M, 2017-2022)*
Implementer: Counterpart International
The Rights and Dignity Project works to strengthen governmental and non-governmental human rights protection systems in El Salvador. The project is enhancing El Salvador's human rights systems with an emphasis on security, policing, and anti-discrimination by increasing constructive engagement among governmental and non-governmental actors, increasing the effectiveness of human rights organizations to advocate for justice, improving the ability for the government to respond, reducing discrimination against vulnerable groups, and improving access to services for victims of abuses.

USAID Guatemala Participacion Civica *($25M, 2016-2020)*
Implementer: Counterpart International
The USAID Participacion Civica project strengthened and developed the capacity of CSOs and government officials in Guatemala to play a more effective role in addressing accountability, transparency, and anti-corruption related issues. Counterpart trained CSO representatives on transparency and anti-corruption measures; provided capacity building to CSOs and local government organizations on organizational development, sustainability, and transparency; and established and trained the CSO Network for Open Government to strengthen civil society's ability to monitor and evaluate government accountability and transparency.

USAID/Liberia Elections and Democracy Activity *($16M, 2021-2026)*
Implementer: Democracy International
Through this activity, DI mobilizes new political leaders and enhances civic participation of informed citizens while ensuring locally owned, inclusive development and democratization in Liberia. DI is building leadership skills and supporting new political aspirants to deploy platforms that appeal to citizens and mobilize Liberians to participate

in grassroots and national political processes; applying Social and Behavioral Science (SBS) insights to understand what predictably shapes real behavior and "nudge" citizens to move from knowledge to civic action; and supporting and catalyzing locally driven efforts by Liberian CSOs and government bodies.

USAID Jamaica Positive Pathways *($15.4M, 2020-2025)*
Implementer: Democracy International
Through USAID Positive Pathways, DI support community-based partnerships to prevent youth violence and support citizen security. DI's interventions prioritize leveraging and coordinating existing community violence prevention resources in Jamaica, supporting local initiatives and strengths using cutting-edge social and behavioral science approaches, working with the private sector to promote opportunities for youth, and encouraging Jamaican-led, Jamaican-owned activities. Using a Positive Youth Development approach, Positive Pathways focuses on interventions with youth and their families to build emotional resilience, invaluable life skills, and economic opportunities.

USAID/DFID Bangladesh Strengthening Political Landscape (SPL) Program *($28.4, 2017-2024)*
Implementer: Democracy International
SPL works to build political party capacity and strengthen relationships between parties and constituents while reducing political violence. Through the project, DI supports political party activists and politically active citizens across the country to develop the skills and knowledge to engage in decision making and gradually internalize inclusion and best practices into party structures at all levels; and support political party activists and politically active citizens to develop the skills to engage constructively to mitigate the effects of conflict. SPL works to enhance the internal democratic structures of Bangladesh's political parties, foster more inclusive and representative leadership, improve the parties' capacities to understand the needs of their constituents, and more effectively reach marginalized women and youth.

USAID El Salvador Municipal Governance Program *(MGP, $1.3M, 2017-2022)*
Implementer: Democracy International
USAID MGP works to enhance decentralization efforts and strengthen local government in El Salvador in order to increase security and development. DI is creating a performance monitoring and evaluation matrix for the project in order to track the program's progress against both standard and program-specific indicators. DI will conduct political economy analyses (PEAs) in order to understand the contextual factors affecting decentralization in El Salvador, which includes identifying the most pertinent stakeholders involved in the decentralization process. These PEAs will enhance DI's method for collecting and measuring MGP data.

USAID Civic Spaces/ Illuminating New Solutions and Programmatic Innovations for Resilient Spaces (INSPIRES) *(Internews, $1.637M, 2018-2022)*
Implementer: DevLab@Duke
Through INSPIRES, DevLab@Duke is working to generate an early warning system to alert stakeholders in the DRG sector of encroachments on civil society and democratic backsliding. Activities include harnessing the knowledge offered by machine learning and big data to forecast troubled civic spaces; building and integrating a multi-country bimonthly survey of in-country civil society experts; returning machine learning forecasts on civic spaces and the expert survey results back to local actors in order to help build their resilience; and relying on the forecasting tool to pilot innovative, cross-sectoral, context-driven programmatic interventions that support the creation of new coalitions and initiatives to protect civic space.

USAID Cambodia Solid Waste Accountability Platform (SWAP) *(Triangle Environmental, $328K, 2019-2022)*
Implementer: DevLab@Duke
For the USAID SWAP, DevLab@Duke is working to increase government and service provider responsiveness in the waste services sector in urban Cambodia. Through SWAP, DevLab and its partners are designing an app that allows users to post issues with waste service provision and allows government and service providers to respond to these complaints in real time.

USAID Moldova Financial Sector Transparency Activity (FSTA) *($8.1M, 2019-2022)*
Implementer: International Development Group
Through USAID FSTA, IDG is supporting the Government of Moldova's commitment to strengthenthe financial sector and improve its fiscal/budgetary transparency. FSTA improves financial sector transparency, accountability, stability, and resilience by strengthening the capacities of the National Bank of Moldova (NBM), the Moldova Central Securities Depository and the Moldova National Commission for Financial Markets to combat corruption and financial crimes. FSTA supports the monitoring of shareholder transparency and systemic money laundering in the banking sector by automating shareholder registry and enhancing the efficiency and reliability of the securities settlement and registry infrastructure.

USAID Support Planning, Administration and Oversight of the Venezuela Interim Government (SVIG) Project ($7.7M, 2020 – 2022)
Implementer: International Development Group
For the SVIG project, IDG provides the Venezuelan Interim Government with capacity building services to improve its legislative, legal, communication, and administrative functions effectively. The project seeks to establish public financial management systems to ensure effective and efficient standards of financial accountability and transparency are maintained. SVIG also provides technical assistance to the interim government to effectively manage resources from different donors and international financial institutions. IDG has developed numerous public financial management processes and procedures under SVIG to ensure the Venezuelan government can manage expenditures while accounting for budgeting, revenue administration, anti-money laundering, and asset recovery in an ethical manner.

USAID Tanzania Enabling Growth through Investment and Enterprise *(ENGINE, $20.2M, 2015 – 2020)*
Implementer: International Executive Service Corps
For the USAID ENGINE project, IESC supported local government authorities in the sub-national implementation of national policies and facilitated a comprehensive policy review process at the local level, resulting in 27 new policies and 364 policy recommendations for more streamlined systems that better guide businesses. ENGINE also enhanced transparency and accountability within governments by increasing public-private dialogue that affects policy reform decisions. IESC created and introduced two innovative tools for local governments to reform the local and rural business enabling environment: the Local Government Authority Competitive Index, a framework to develop baseline data and measure business enabling environment and pro-growth policies at the district level, and the Policy Prioritization Tool. Together, these tools enable local governments to assess the competitive business environment and provide guidance and support to re-align policy and regulations.

USAID Assistance in Building Afghanistan by Developing Enterprises Program *(ABADE, $105M, 2012-2018)*
Implementer: International Executive Service Corps
To increase domestic revenue mobilization and local taxes, IESC worked with local governments to reduce regulatory and procedural barriers in the way of business growth and job creation and to develop effective local economic development strategies. Under ABADE, IESC worked with both the national and local governments and trained/mentored government officials in identifying and reducing regulatory and procedural barriers that impede competitiveness and foster job creation.

USAID Iraq Governance Performance and Accountability (IGPA) Project *($3.3M, 2017 – 2022)*
Implementer: Overseas Strategic Consulting
Through USAID IGPA, OSC is increasing citizen participation and public outreach to advance effective, accountable, and transparent governance. OSC trains provincial government staff on effective citizen participation and public outreach mechanisms and supports the development of locally customized communication and outreach strategies to increase citizen participation in provincial budget development, service delivery outcomes, and investment priorities. OSC provides training to provincial government staff and CSOs on using social media, hotlines, open-source phone apps, and face-to-face meetings to enhance citizen consultation and engagement.

USAID Guatemala Security and Justice Sector Reform Project *(SJSRP, $1.2M, 2012-2017)*
Implementer: Overseas Strategic Consulting
For the USAID SJSRP, to promote civic engagement, OSC developed the capacity of the security and justice sector for external communications and public outreach. After conducting a communications assessment, OSC launched an inter-agency working group to foster dialogue and strengthen the coordination of communications activities, including joint statements and information campaigns. OSC's capacity building efforts included strategies to improve engagement with CSOs to promote a culture of citizenship, increase government transparency, and encourage government oversight.

USAID Democracy, Human Rights, and Governance Learning, Evaluation, and Research *(DRG-LER I, $8.8M, 2013-2018)* **and its follow-on LER II** *($15M, 2018-2023)*
Implementer: Social Impact
For DRG-LER and its follow on LER II, SI works in partnership with USAID's DRG Center to provide a fast, flexible mechanism to efficiently and effectively gather evidence-based research and data on the impact of DRG activities to assist with decision making. SI contributes to the knowledge base of what works and does not work in the DRG sector by conducting a range of rigorous assessments, evaluations, and other research globally. These assessments provide the US government and other stakeholders with timely, solid evidence on impact and costs as needed for decisionmaking about DRG foreign assistance intervention expansion.

USAID/Lebanon Performance Management and Support Program *(PMSPL II, $24.7M, 2015-2021)*
Implementer: Social Impact
For PMSPL II, SI provided ongoing technical assistance to USAID/Lebanon and its implementing partners (IPs), augmenting their capacities to manage for results, and sharing a common results agenda that fostered mutual accountability, transparency, and program learning. The project supported the development and implementation of the Mission PMP and CDCS and assisted IPs in developing and implementing their MEL. PMSPL has implemented nine project design support activities and 25 evaluations and assessments, conducted seven data quality assessments, and provided maps and GIS support to facilitate evidence-based decision-making.

USAID Communications, Evidence, and Learning (CEL) Project *($30M, 2018-2023)*
Implementer: TRG (prime) and ECODIT (sub)
The USAID CEL Project supports the Agency's Office of Land and Urban (LU) to create, expand, and disseminate evidence-based knowledge about land tenure, property rights, and resource governance, as well as urban development, urban-based programming, and sustainable cities. ECODIT is a core member of the consortium led by TRG. CEL conducts activities such as impact and project evaluations, scientific research, assessments, pilots of new technologies, communications, outreach, and knowledge management. Project outputs inform USAID program design and implementation, M&E, policy decisions, and optimize resources to advance USAID's core development objectives.

USAID Africa LEAD II *($2.9M, 2015-2021)*
Implementer: TRG
For Africa LEAD II, TRG supported the development of curricula and mentoring of training advisers, including revisions to the Champions for Change (C4C) leadership training that was successfully offered to over 1,800 practitioners under Africa Lead I, as well as members of Parliament in Tanzania, Governors in Kenya, and Ministry of Agriculture staff. TRG also co-designed a C4C community mobilization training program for community-based organizations in Tanzania that focused on the engagement and empowerment of women and youth to contribute to food security and an Advanced Training of Trainers program for 24 Africa Lead II training facilitators from West and East Africa.