Releasing the Power of the Social Sector

In every community, there is enormous energy, creativity, and determination for social good. By helping community members tap into overlooked assets and opportunities, miracles happen. What is more, those transformations are led by community members themselves. This is what we at Counterpart International get to do every day: help social sector organizations and leaders find and release their power within.

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2 View our interactive annual report at www.counterpart.org/annual-report-2013
We are happy to share Counterpart International’s 2013 Annual Report. Over the course of 2013, Counterpart International worked with 2,600 organizations in 27 countries. We are proud to be a partner in these organizations’ successes, improving their ability to envision, plan, and execute strategies that have made their communities more vital, sustainable, and inclusive.

This Annual Report shares a few of our favorite stories from 2013—of social sector organizations and their leaders with a vision. Each story shows how, with a little support from Counterpart International and our far-sighted donors and investors, they have been able to transform their communities. What is more, each organization now has a stronger foundation, which sets the stage for long-term service. And their leaders are already envisioning the next opportunity for good.

Our Annual Report also celebrates the life of Counterpart International’s co-founder, Father Stanley Hosie, whose long, full life ended in 2013. Counterpart International was imagined by Father Stan and Elizabeth Silverstein back in 1963, and launched in 1965. Their joint determination and belief in social justice has served as the beacon for the Counterpart International team for nearly 50 years.

We head into 2014 with high energy—expanding into new countries and launching new partnerships that will extend our services to many more social sector organizations and leaders. Stay tuned, and stay in touch!

Warm wishes from Counterpart International,
Jeffrey T. LaRiche
Chairman of the Board
Joan C. Parker
President and CEO
Counterpart...  
\begin{itemize}
  \item 48 Years and Counting  
  Founded in 1965, Counterpart is a global international development organization working with local partners to improve lives in their community.
  \item Our People  
  Nearly 500 team members around the world making a difference.
  \item Programs  
  Providing customized training, mentoring and technical assistance to local organizations in 29 countries.
  \item Networking  
  Creating sustainable social sector support networks in 11 countries.
\end{itemize}

Global Successes in 2013

\begin{itemize}
  \item $15.9 M  
  Counterpart managed a $15.9 m competitive grant fund in Afghanistan and provided coaching and monitoring to local grantees.
  \item 711  
  711 individuals in 36 Honduran Community Revitalization Committees learned crime prevention and development strategies that allowed them to reclaim their communities.
  \item 2,700  
  In Ethiopia, over 2,700 households increased their incomes due to alternative livelihoods introduced by Counterpart.
  \item 100  
  100 Yemen civil society organizations came together to form the Civil Society Network, establishing a permanent source of support for Yemen’s social sector.
  \item $11.4 M  
  Counterpart organized 185 community cereal banks into a network, resulting in 8 sustainable cereal bank unions across drought-affected Niger.
\end{itemize}

Where Our Expertise Comes to Life

\begin{itemize}
  \item Civil Society Strengthening  
  Afghanistan, Armenia, Azerbaijan, Bangladesh, Cameroon, Chad, Georgia, Honduras, Kazakhstan, Lebanon, Papua New Guinea, Sri Lanka, Sudan, Timor Leste, Turkmenistan, Yemen & Global Program
  \item Agriculture, Nutrition & Health  
  Cameroon, Guatemala, Haiti, Mauritania, Niger, & Senegal
  \item Humanitarian Assistance  
  Armenia, Georgia, Kyrgyz Republic, Moldova, Tajikistan, Ukraine, & Uzbekistan
  \item Livelihoods & Environment  
  Burkina Faso, Cameroon, Dominican Republic, Ethiopia, Guatemala & Senegal
  \item Gender & Youth  
  Afghanistan, Armenia, Azerbaijan, Bangladesh, Burkina Faso, Honduras, Kazakhstan, Papua New Guinea, Tajikistan, Yemen & Global Program
\end{itemize}
Our beloved Father Stanley William Hosie passed away in June 2013 at the age of 91. He closed his life still deeply connected to the mission and good work of the organization he co-founded in 1965 with Betty Silverstein. First as its Executive Director and later as Board Chair, he led our organization for 42 of its 48 years.

“His motivation was pure. To do good, to assist those less fortunate, and to help others sustain themselves.” — Jeffrey T. LaRiche, Chair, Counterpart International Board of Directors
Since 2002, groups of Afghan citizens have established social organizations—associations, foundations and unions whose overall mission is to contribute to the well-being of their communities and development of the country.

In 2012, a draft Social Organization Law threatened to undermine their ability to work. If passed, the law would limit the work social organizations could do, prevent them from receiving donations from foreign sources—a major source of revenue—and make participation in public assemblies a high-risk proposition.

In response, Counterpart International and its partner, the International Center for Non-Profit Law, worked with a dynamic group of Afghan citizen leaders to form an advocacy group committed to changing key elements of the draft law before it came forward for adoption.

In late 2012, the preparation, advocacy, and training paid off as Parliamentary leaders adopted key amendments. Of 33 amendments proposed, 29 were accepted—a remarkable 88% success rate. The result was an amended Social Organization Law that received President Hamid Karzai’s endorsement in 2013. The law now goes forward for passage by Parliament.

As of 2013, approximately 4,000 social organizations—delivering health and education services, clean water, and more across the country—are registered within the Ministry of Justice. Without this effort, the work of these organizations would have been dramatically curtailed. Thanks to the effective advocacy work, their ability to serve their communities continues, fueled with financial resources from like-minded supporters around the world.

“In order to enable civil society and strengthen its efforts, legal support is essential,” said Mohammad Maqsood, a lawyer with Counterpart’s partner ICNL. “Now Afghanistan’s civil society organizations have legal support to their advocacy efforts.”

This effort was funded by USAID as part of a multi-year effort to strengthen Afghanistan’s social and citizen sector.

By working together, Afghan citizen leaders overcame a huge threat to their country’s long-term development.
Counterpart and its Armenian partners have been working for years to build citizen-government partnerships that lead to more responsive government, thanks to support from USAID. In 2012 and 2013, Counterpart collaborated with Armenian Center for Electoral Democracy (CED) to find new ways to engage citizens and reduce election irregularities.

CED and Counterpart struck upon a concept for engaging citizen leaders and technology to observe and report on voter turnout instantaneously via a smartphone app. The app would collect data at individual polling stations and send the data to a centralized tabulation center, which in turn would broadcast real-time information for all citizens and the government to see.

Counterpart and CED turned to Agnian, an IT development company, Armenian cellular service providers, and local observer groups to team up. They built an app from scratch and named it “Eye Opener,” driving against a fixed deadline of the 2013 Yerevan City Council elections.

With the new technology in hand, Counterpart trained 10 community service organizations to use the app. On polling day, these groups covered all 464 precincts across Yerevan and put Eye Opener to the test. The effort was a success: voter turnout data came in from 92% of the 464 polling stations. And citizens took note: the reporting website had more than 12,000 page views and was quoted by major news outlets. Its Facebook page reached 1,362 people.

The result: an election free of irregularities. “The right tools in the hands of motivated civic activists can improve the quality of election observation and enhance the overall transparency,” said Civil Society Program Director Lusine Hakobyan.

Now that it is developed and tested, Eye Opener can be adapted to any type of election. In Armenia, CED already has big plans to use the app for upcoming elections: the 2015 national referendum, the 2017 Parliamentary elections, and the 2018 Presidential elections. Next step: take Eye Opener to other countries in 2014 and beyond.
In Rajshahi, in northwest Bangladesh near the Indian border, the Ganges River is the center of the community’s life and livelihood, and fish is a cornerstone of the diet. Yet much of the fish for sale at riverside markets contains harmful chemicals, leading village leaders to demand contaminate-free fish.

Eight young leaders – six men and two women enrolled in Counterpart International’s Leadership Development Program (LDP) – found a solution for the community and a business for themselves. Using community assessment tools learned in the LDP program, they created a social map of their community, revealing unused fishponds. They hatched a business idea: to rehabilitate the ponds and grow contaminate-free fish for the community. After carefully building a business plan, they leased the pond, fixed the broken banks, built net barriers to protect the fish, and stocked the pond with good quality fry. All the while, they continued to build their skills through LDP training.

The effort was a success: they are now selling contaminate-free fish in the local market. These young leaders built more than a fishery; they built a sustainable business and provided a living example of transforming latent assets into value for their community.

On a recent visit to the fishery, Counterpart’s Nurhan Kocaoglu described how a group of children followed the entrepreneurs and watched everything they did at the pond. “This shows the trickle-down effect of our program. Young kids, without being part of our program, are impacted by seeing something different that their role models are doing. They’re sure to be influenced by this.”

Bangladesh — Youth Leaders Find and Repurpose Community Assets

FOR EIGHT YOUTHS, PARTICIPATION IN LEADERSHIP TRAINING led them to discover the power of social entrepreneurship. They repurposed an unused community asset and built a business that could deliver a much-needed product to their community.

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“Working with young leaders is one of the best investments we can make. Keep an eye on the LDP alumni - they will achieve remarkable things!”

The Leadership Development Program is a five-year, USAID-funded project that aims to develop the leadership skills of 24,000 Bangladeshis, with a special focus on youth and women. In 2013, the program reached 2,400 participants. Investment grants are available to LDP participants. But in the case of the Rajshahi young entrepreneurs, they didn’t wait for a grant: they did it on their own.
Counterpart’s country teams in Armenia, Honduras and Bangladesh worked together to bring 64 youth leaders to the 2013 global event to discuss the Summit’s key question: “How can new technology and new media create solutions for the biggest problems facing my community and create a better future by the year 2030?”

Fueled by Twitter, Facebook, Google Hangouts, Skype, and geo-location and mapping tools, the youth leaders exchanged ideas within and beyond the Counterpart network.

Honduran delegates shared how they use technology to combat violence in their communities. Social networks are used to identify violent incidents and keep an open-source log. Google Maps are used to virtually patrol their own neighborhoods and identify violent elements. Facebook is used to promote a more positive image of stigmatized communities.

Armenian delegates shared their online radio broadcasts of community events and use of Facebook Groups to host community-wide discussions on local issues like waste management.

Bangladesh delegates borrowed a model from their Armenian counterparts: setting up a tax fair to demonstrate how taxes are used to improve community services and welfare. Like in Armenia, their experience was positive: community tax revenues increased with transparency, as citizens’ trust in officials increased. Municipal leaders got what they needed as well: not just more tax revenue, but appreciation and engagement from their constituents.

These delegates and Counterpart youth leaders worldwide are already looking forward to an energy and idea injection from the 2014 Social Good Summit. And all are aware of their own power to do good in their community—fueled by smart ideas and technology.
In the arid savannah of Cameroon’s North Region, fewer than one in 15 girls attends school. Widespread early marriage, literacy rates below 30%, extreme poverty and the ever-rising cost of education means most families do not, or cannot, prioritize schooling for their girl children.

The women of the Cameroon Network for Girls’ Education – known as RECAMEF – campaign with families and traditional leaders to convince parents to send girls to school to break the cycle of poverty. With new skills and tools from Counterpart International, and food incentives from the USDA’s Food for Education program, RECAMEF may succeed in their mission.

In March 2013, armed with new networking and communication skills, RECAMEF took to the airwaves and streets with messages of the value of girls’ education at the household, community and national levels. Their messages reached an estimated 98,100 households through traditional leaders, administrators, and citizen leaders engaging at churches, mosques, markets, and door-to-door campaigns.

Mothers and fathers of girls took note of the messages once attendance incentives were introduced in 150 communities: 10 kg of rice – a luxury staple – was given to girls who attended 90% of classes each month. Girls and boys also received a daily meal at school, thanks to new school gardens and farms – the heart of Food for Education’s sustainability strategy.

The school gardens have become a gathering point for the communities’ women. Student Mothers’ Associations are emerging as an advocacy and support team within the communities, and as essential partners for RECAMEF’s mission.

Results appeared at the start of the new school year, when girls’ attendance doubled from 6% to 13%. And girls who are more distant from school – and most at risk of dropping out – are now returning to school. RECAMEF continues to track results closely.

A leader of the Bouri Student Mother Association says, “We are proud that through our efforts, three of the oldest girls in our school returned…The girls were already of an age where they usually marry. The girls themselves often accompany us in our sensitization campaigns, where they use their case as a reference.”

Ever-stronger local organizations and leaders will make it possible for the communities to sustain these gains: RECAMEF, parent advocates, and school leaders can join forces to keep girls in school well after the program ends.
Beginning in 2011, Yemeni women stepped out of the social and political shadows to take leadership roles in political change, especially at the grass-roots level. By early 2013, they were politically seasoned and determined to drive positive social change at the national level—including a dynamic women’s agenda.

Yemen’s Women’s Independent Network (WIN) was born when Counterpart invited 40 female leaders to Counterpart’s office to discuss how best to campaign for women’s issues within the NDC. These women—political figures, academics, business leaders and activists—established Yemen’s first forum dedicated to women’s advocacy. Within weeks, WIN was launched at a ceremony in Sana’a.

The rush of formal recognition gave WIN members the push they needed to go further. “Counterpart’s role evolved from facilitating the formation of a group, to developing the group’s leadership so it could become a fully functioning organization with membership, goals and objectives,” says Counterpart’s Hassan Baroudy.

WIN’s objectives were clear. Women had already won agreement to establish a 30% quota for women in the national legislature. WIN now advocated extending the 30% quota for women to the judicial and executive branches as well.

Throughout September, WIN and other coalition members organized meetings with high-level decision makers, from Ambassadors to local politicians to UN Advisors. Beyond the quota, they advocated for laws to set a minimum age for marriage and criminalize violence against women and girls. Their efforts drew national and international attention to their cause. As a result, draft legislation is making its way through the NDC with support from the President.

“While the challenges facing women in Yemen are formidable, the women never seem discouraged,” says Counterpart’s Katherine Riordan. “There is an ‘eye on the prize’ sentiment.”

Meanwhile, WIN has doubled membership to 80 individuals and 20 civil society organizations, and it has been hailed as a model network. Counterpart is now using the WIN model to organize youth leaders—another group that deserves a voice.

This work was part of the Responsive Governance Project, conducted by Counterpart International in partnership with USAID/Yemen.
Thanks to USAID’s visionary Global Civil Society Strengthening Program, Counterpart International and its partners have been able to strengthen the capacity of 2,900 local social sector organizations in 17 countries, improving the lives of 5,205,835 individuals.

Throughout 2013, Counterpart’s network of social sector experts were hard at work in 15 countries, ensuring that community- and national-level social sector organizations could successfully deliver on their missions. Here are a few of our favorite achievements from the year:

- **Afghanistan** — Counterpart trained and mentored 19 leading Afghan civil society organizations. In turn, those organizations delivered critical technical assistance to another 400 local organizations across Afghanistan, magnifying impact and delivering results far beyond Counterpart’s direct reach.
- **Kazakhstan** — Counterpart used its signature capacity building approach to qualify 13 civil society organizations for direct contracting with USAID and other international donors.
- **Azerbaijan** — Counterpart helped advocacy coalitions step forward to demand implementation of the UN Convention on the Elimination of All Forms of Discrimination Against Women, leading to greater protections for women across Azerbaijan.
- **Chad** — Leveraging modest resources, Counterpart helped citizen groups and political parties to significantly improve engagement, trust, and participation in Chad’s 2013 elections, jumpstarting Chad’s democratization process.
- **Honduras** — With coaching from Counterpart, local organizations successfully drew gang-affiliated youth into community improvement and leadership activities, and watched their personal and civic pride soar.

After working with Counterpart, many local partners “give forward” by mentoring other social sector organizations.

Global —
Releasing Social Sector Potential and Results That Scale

EVERY COMMUNITY HAS A POWERFUL POTENTIAL FOR GOOD.
The Global Civil Society Strengthening program brings that potential to life by strengthening civic organizations and by creating coalitions that work together to tackle the toughest social challenges.

5.2 M individuals have benefited from the power of the Global Civil Society Strengthening Program and its network since 2009.

1,129 small grants have been awarded to communities and local organizations under the program.

148 M dollars have been awarded to the Counterpart consortium since the program’s inception in 2009.
At A Glance

PROGRAM AREAS

Local and national social sector organizations are hard at work across all sectors, which is why Counterpart also works across sectors to support those local organizations’ missions. The goal of our largest program area, Civil Society Strengthening, is first and foremost to build social sector capacity. The goals of other program areas are two-fold: delivering strong sectoral results, while simultaneously strengthening the local organizations who will sustain those results over time.

REVENUE SOURCES

Counterpart’s generous partners and donors provided $68.1 million in programmatic grants for 2013, plus an additional $15.1 million of gifts in-kind. These financial and in-kind donations allowed us to reach 2,600 local organizations and the communities they serve in 2013.

Mission Statement

We partner with local organizations — formal and informal — to build inclusive, sustainable communities in which their people thrive.

* Current financial statements are available upon request.
To all of our partners, investors, and donors around the world, we send our appreciation for your steadfast support and the inspiration you bring. From all of us in the global Counterpart family, “THANK YOU”

Counterpart Leadership Team
As of September 30, 2013

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For the year ended September 30, 2013

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United Nations Development Programme
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United States Potato Board
United Ukrainian American Relief Committee
University of Florida – Florida Sea Grant
University of Miami, Rosenstiel School of Marine and Atmospheric Science
World Institute for Soy in Human Health (WISHH)
What is our vision? To reach 100,000 community organizations by 2020, helping those organizations build sustainable and inclusive communities. Thank you for helping us meet our goal—by investing in one of our programs or through a donation.

We are confident that we can add value to your social good program. Our methodologies—tested over decades—deliver social and economic benefits in community after community, as witnessed by the stories in this Annual Report. What’s more, we believe our partnership style and our brand are both assets that can make your social good program more successful.

For a programming partnership, contact Sibel Berzeg, Counterpart International, sibel@counterpart.org.

To contribute, visit our website (www.counterpart.org), call +1.571.447.5741, or send your contribution to Office of the President, Counterpart International, 2345 Crystal Drive, Suite 301, Arlington VA, 22202.

To stay current on Counterpart programs and activities, follow us on Facebook and Twitter or sign up for our newsletter at www.counterpart.org/get-involved. Join the movement of transforming the lives of thousands in their communities!