

Counterpart International has 54 years of experience in providing innovative, inclusive, locally-led, and durable approaches to economic, social, and democratic development challenges around the world. Our current multi-sectoral portfolio spans more than 20 countries in the Middle East, Africa, Asia, and Latin America. Counterpart's diverse areas of expertise include governance and civil society; agriculture and food security; economic development; health and nutrition; environmental conservation and natural resource management; and humanitarian assistance.

Counterpart programs are designed and managed to address its core mission of strengthening the capacity of local institutions to address community-defined needs in sustainable ways - focusing on partnership building and fostering strategic alliances with local organizations and networks. Our economic development programs build upon the idea that healthy and stable businesses foster the emergence of strong, conflict-free market economies and viable democracies. Economic development activities are demand-driven, undertaken in partnership with local institutions, and community-accepted. Many of the beneficiaries of Counterpart's economic development programs are people and communities most in need - youth, women, the very poor, and citizens of fragile and conflict-prone states.

Throughout most of its history, Counterpart has worked on business development and livelihood support. Counterpart's approach of building local capacity enables it to work effectively in remote locales and in diverse geographic, cultural, political, and economic environments. Counterpart's economic growth efforts target operating environments and individual enterprises at all levels - from multi-national corporations, to small to medium enterprises and entrepreneurs - by:

- Working with individuals by providing business plan training and mentoring to entrepreneurs, creating systems for vocational education to address the deficit between demand and supply of skilled labor; facilitating small grower extension services and other livelihood support; and expanding access to finance through rotating savings and credit and microfinance;
- Supporting the establishment and expansion of micro, small, and medium-sized enterprises through business training and technical assistance; capacity building of local business support institutions and business associations; expanding and introducing partners to value chains; and facilitating access to financial services;
- Creating a pro-business enabling environment to increase domestic and foreign investment by supporting business association advocacy in line with the World Bank's *Doing Business* standards; organizing harvest festivals and trade shows; increasing governance transparency and accountability; promoting the tools and culture for public private partnerships; and creating opportunities for private sector innovation; and
- Collaborating with multi-national corporations and government officials at all levels to engage with civil society organizations and ensure the equitable distribution of wealth from the country's extractive industries.



WORKFORCE DEVELOPMENT

Counterpart has high-impact workforce development past performance in Latin America, Central Asia, and Africa. Counterpart works with state ministries, universities, and vocational institutions on curriculum development and operational efficiency; private sector companies to define labor force skill needs and to establish apprenticeship programs; and private schools and CSOs which provide soft and job skills training to youth and young adults.

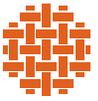
In the Dominican Republic, Counterpart's Youth Training, Mentoring and Job Placement program leveraged technology to provide practical learning and long-term employment opportunities to at-risk youth in the hospitality and tourism sector through implementation of a market-based vocational training program. Results included:

- 44 youth employed through a combination of full-time and seasonal work;
- 87% of youth engaged in the project stayed in school and completed the vocational training track; and
- 290 at-risk children received training in a combination of technical skills for the tourism sector, mentored internships, IT applications, and English language instruction.

In Brazil, Counterpart's Training, Mentoring and Employment of At-Risk Youth Program equipped 475 disadvantaged youth in Salvador, Bahia with skills necessary to be employed in the tourism industry. This, in turn, helped to meet increased demand for skilled workers in the industry. Customized training in travel and tourism, food and beverage, lodging, and entrepreneurship was provided to each student and reinforced with 80-hour hands-on, mentored internships. Of the 475 enrollees, 333 students received full-time employment with companies upon completion of the program. Based on the success of this market-based vocational training model, which was designed to address the twin problems of unemployment and the growing market demand for skilled labor, the program was expanded to an additional 10 cities across Brazil—reaching almost 5,000 youth.

In Turkmenistan, Counterpart's Community Empowerment Program increased business knowledge and skills by providing technical assistance on Developing Business Ideas and Writing a Business Plan; Advanced Marketing, Sales and Negotiation; and Business and Community Financial Management and Accounting. Results included the creation of 247 new jobs and 53 new ventures initiated as a result of business trainings, technical assistance, and economic development project implementation, including a mini poultry farm, cattle raising, sheep breeding, greenhouses, and food processing shops generating internal investment and revenue.

Counterpart's Reducing Child Labor through Education and Services Program (R-CLES) project in Burkina Faso worked with CSO partners and government ministries on raising awareness and strengthening social protection networks around child labor. In 2016, more than 1,500 beneficiary households received livelihood services training, including improved agricultural practices, village savings and loans, and farming as a business training.



TRADE AND INVESTMENT PROMOTION

Counterpart works through business and trade associations as well as labor unions to support advocacy efforts that improve the enabling environment for trade and investment. In addition, Counterpart works with municipalities using a Participatory Appraisal of Competitive Advantage (PACA) model that helps identify local economic development plans and better target public resources in order to attract investment and grow the local economy. In Central Asia and the Caucasus, Counterpart has partnered with local governments, the World Bank, and the World Trade Organization (WTO) to decrease barriers to trade and investment as well as develop economic growth plans. In Azerbaijan, Counterpart provided technical assistance to the Ministry of Economy for WTO accession. Counterpart also works in Africa, Central Asia, and Latin America to ensure that the employment benefits and economic gains gotten from extractive industries are transparent and shared equitably with the communities where they exist.

The Enterprise Development Program (EDP) in Kyrgyzstan, Uzbekistan, Kazakhstan, Turkmenistan, and Tajikistan provided business and professional associations with strategic management tools and technical support to help association leaders better understand and plan for their financial future, as well as identify market demand for their products and services. In addition to technical consulting support, EDP provided financial support to business associations for member services, cross border trade development, accounting reform, and advocacy processes. Key impacts included 100 grants awarded to Central Asian business associations totaling \$723,169. These grants have in turn generated approximately \$9,724,290 in revenue from completed trade deals. In addition, 165 Strategic Action Plans (SAPs) were developed for client associations across the entire region and membership increased by 10.8% across the regional portfolio of SAP-assisted clients, while non-grant income across the portfolio increased by 24.9%.

Counterpart's Trade Facilitation Initiative (TFI), in coordination with Pragma's Removal of Investment Constraints (RIC) advocacy program, provided technical assistance and training to ensure that business associations had the capacity and management structures to effectively carry out national-level advocacy campaigns. As a result of Counterpart's work through TFI, more than 135 business associations now interact with the Central Asian governments of Kyrgyzstan, Uzbekistan, Kazakhstan, Turkmenistan, and Tajikistan on regulatory reform issues. At the national level, business association efforts focused on drafting and implementing laws that remove constraints to SME trade and investment and facilitate business growth and cross-border trade. At the local level, business associations focused on dissemination, adoption, and implementation of laws in selected oblasts in each nation. Counterpart has disbursed \$117,992 in grants to fund 24 high value advocacy campaigns, resulting in an estimated \$3,000,000 in savings for Central Asian business association members through reduced barriers to business growth, investment, and cross-border trade.

In 2002, Counterpart launched a Sustainable Tourism Practice Unit based on the belief that tourism can be a potent weapon in attracting private sector investment for the fight against poverty and a path toward economic growth. Making tourism sustainable can revitalize culture, strengthen communities, improve health, boost economic development, and nurture peace. Counterpart's work in this sector over the past 15 years focuses on ensuring tourism investment and cluster development provides fair and equitable socio-economic benefits; conserves



natural and cultural resources; and ensures social and cultural sensitivity with high levels of tourist satisfaction. Counterpart was a key consortium member of USAID’s Sustainable Tourism Alliance Leaders with Associates Award. Under this mechanism, Counterpart developed models of public-private partnerships in tourism destinations worldwide to address globally significant biodiversity and cultural hotspots including in the Caribbean, South Pacific, Central Asia, East Africa, and Latin America. In Guatemala, Counterpart enhanced local capacity in market-oriented tourism enterprises and national resource conservation management through the USAID-funded Guatemala Sustainable Tourism Alliance. The program strengthened 175 small and medium enterprises, created nearly 7,000 new jobs, and trained more than 12,000 individuals in natural resource management to generate over \$23.1 million in income for tourism and handicraft organizations. In Ethiopia, Counterpart worked with local communities in the Southern and Central Rift Valleys to develop its ecotourism potential that aims to create an enabling environment, strengthen economic development, and support biodiversity conservation and natural resource management through tourism.

ENTREPRENEURSHIP AND INNOVATION SUPPORT

Knowing that entrepreneurship is often the driver of economic growth in developing and transitioning contexts, Counterpart has developed a package of capacity building, access to finance, and targeted activities that support individuals that want to start their own business. This includes basic business plan training, generating community-level savings and loans programs, awarding craftsman “starter-kits” to newly trained entrepreneurs, and building networks for shared learning and support. Additionally, Counterpart has prototyped and refined an Innovation Lab model that can be used to create social enterprises to solve development challenges or to award innovative private sector business ideas and plans.

Counterpart launched the \$3.25 million, USAID-funded Youth for Peace Building in Burundi program (Y4PBB) in 2014. The integrated program aims to build the capacity of Burundian CSOs to provide peaceful alternatives to violence for young people between the ages of 18 to 35 before, during, and after the 2015 presidential elections. Activities included livelihood services for 1,200 young people; income-generating activities and social development work for 80 at-risk youth; and employability and entrepreneurship skills training for 320 unemployed youth. In Phase II of the program, activities and results included capacity strengthening work with six local CSOs in the youth and peacebuilding sector; livelihood services for 1,200 young people; income-generating activities and community dialogues around social development for 80 at-risk youth; employability and entrepreneurship skills training for 301 unemployed youth; developing a Youth Platform for Peace dialogue group; and sponsoring three Youth Cultural Exchange days for 800 participants engaged in activities designed to reinforce social cohesion. In 2015, a total of 5,636 youth benefitted and in FY2016, a total of 7,834 youth benefitted from the program’s integrated services.

Counterpart has used many innovative methods of providing entrepreneurs with access to finance:

- In Guatemala, Counterpart worked with the Federated Cooperative of Credit Unions (MICOOPE) to develop and introduce new financial products and services for agricultural producer groups and their members, while at the same time increasing smallholder access to financial services. During its part-



nership with Counterpart, MICOOPE has expanded from a small agriculture credit portfolio to a loan pool of more than USD\$17 million for smallholder farmers for agricultural inputs and equipment, land purchases, and conservation and restoration.

- In Turkmenistan and Uzbekistan, Counterpart trained farmer groups, cooperatives, and informal groups how to establish rotating savings and credit associations. These helped generate more than \$200,000 in self-savings that group members could invest in productive enterprises and economic activities.
- Under the Microfinance Investment Support Facility for Afghanistan project, Counterpart built the capacity of 25 local micro-finance institutions, branch managers, supervisors, and staff in “best practices” in micro-finance field operations. Topics included an overview of microfinance best practices, risk assessment, restructuring, choosing a location, marketing techniques, product development, pricing, and interest rate and payment options.
- Counterpart served entrepreneurs in the Russian Far East with access to micro-credit through the USAID-funded Counterpart Enterprise Fund (CEF). At the time of its inception, CEF represented the only source of credit available to entrepreneurs to grow and expand their businesses as the program did not require collateral or an existing credit history. The Counterpart Enterprise Fund loaned \$15,660,606 to entrepreneurs in total since project start and is now fully independent.

In Tajikistan, Counterpart mobilized the local community to start a women’s membership association to address the social and economic needs of the rural community of Buston in Dushanbe, Tajikistan. Counterpart provided extensive technical assistance, mentoring, and access to financing in all areas of association development including strategic management, governance, financial sustainability, human resources, external relations, products and services, and information and communications. As a result of the initiatives, a women’s center opened to provide members with demand-driven services such as daycare, health education, conflict resolution discussions, fundraising information, and organizational development training. Women members have received micro-loans, engaged in economic activities, and then were able to repay the loans. A social enterprise bakery has been established to generate revenue to support sustainability of the women’s center.

In Ukraine, Counterpart created a business incubator that provided “office” services to entrepreneurs — including access to modern office space, equipment, administrative services, business management consulting, and industry-specific training in addition to access to credit. This business incubator operated at 100 percent capacity for more than two years, housing 13 full-time and four part-time businesses. The Center also disbursed approximately \$1.5 million in loans and boasts a repayment rate of 97%.

ENSURE EQUITABLE AND TRANSPARENT ACCESS TO NATURAL RESOURCES

- In Zambia, through the Fostering Accountability and Transparency (FACT) program, Counterpart received supplementary funding to work with civil society to increase public understanding and involvement in the Extractive Industries Transparency Initiative (EITI). Through the EITI work, three separate coalitions of CSOs have initiated corporate engagement efforts with mining companies and begun public information campaigns for local citizens to understand their rights and ensure equitable investments are made by the extractive firms to implement local economic development initiatives.



- In Mozambique, Counterpart implemented similar EITI project activities by working with extractive firms and government officials at all levels and partnering with civil society organizations through local advisory councils and Natural Resource Management Committees to ensure plans are laid for the equitable distribution of wealth from the nation's oil and gas resources.
- In Chad, Counterpart facilitated three national level forums on the topic of Chad's entrance into the EITI, with civil society networks engaged in natural resources advocacy. At the forums, CSOs enhanced their coordination and developed joint action plans. A high-level conference with civil society and government representatives, oil company spokespersons, and several members of parliament resulted in oil companies emphasizing their commitment to EITI.
- In Ethiopia, Counterpart worked with local communities to create an enabling environment for sustainable economic development while changing behaviors to mitigate risk to local health. This project was considered a leading program, linking biodiversity conservation with economic growth and pioneered the establishment of Community Conservation Areas (CCAs) to develop a profitable, sustainable tourism sector that created alternative livelihoods and preserved the area's cultural and natural assets. As a result, six communities established CCAs. In these CCAs, 26 alternative livelihood enterprises were created and managed by landless, low income, resource dependent women and men, including nine handicraft organizations (\$40,000 gross sales), tour guide associations (\$16,610 gross sales) and an agroforestry enterprise (\$3,300 gross sales).