

COUNTERPART
INTERNATIONAL



ANNUAL REPORT 2021

IN PARTNERSHIP
FOR RESULTS
THAT LAST



| OUR VALUES

Excellence

Well-being

**Global
Citizenship**

Integrity

Partnerships

The background of the page is a photograph of a woman in a purple headscarf and patterned dress, seen from behind, standing in a classroom. She is looking at a chalkboard with some writing on it. The lighting is warm and slightly dim. On the left side, there are several overlapping, semi-transparent circular shapes in shades of teal, green, and pink. A vertical orange bar is positioned to the left of the title.

ANNUAL REPORT 2021

Over the last year, communities around the world continued to experience natural and human-made disasters unlike most of us have known in our lifetimes. Covid-19 maintained its deadly march even as people struggled to end or recover from conflict and build transparent, accountable governing structures. Food insecurity kept children and families from realizing their full potential as climate change made the problem even worse. Yet in the face of these seemingly impossible challenges, people did what they have always done: they reached out to each other, forged new partnerships, and leaned on their established networks of support to find creative solutions for making their world better.

From El Salvador to Mauritania to Timor-Leste and countries in between, Counterpart has been addressing these and other challenges with long established partners and new ones, standing side by side to identify local solutions, and develop capacity for implementing them, tapping local expertise. As we reflect on our success and lessons learned, we are reminded of our organizational values as we look forward to continue this work. **Join us.**

MESSAGE FROM THE CEO

In a world where a global pandemic has upended everything and threats to democracy and fundamental freedoms undermine essential human rights, Counterpart's mission to support local communities in building more inclusive, sustainable, and transparent societies has never been more relevant. In the darkest hours of these times, we witnessed clear, strong rays of light shine through. Our WomenLead Institute turned decades of experience with an in-person training into a dynamic virtual classroom. The women who progressed through this pilot program learned from each other how to cope with isolation and fear in the face of the pandemic while working to make their respective communities fairer, healthier, and more inclusive. The solidarity these women found in joining a global network afforded them support when they needed it most. In light of this success, we launched the first virtual alumnae summit for our women leaders.

All of this underscores one key Counterpart message: communities, both global and local, drive lasting change. Often, women are at the helm driving change in the face of seemingly insurmountable challenges. They deserve our support. Many of the women we support through these training programs are based in rural communities, cut off from central government or even local services. Rather than focus on the lack of resources or infrastructure in their lives and communities, they have decided to identify, organize, and leverage the assets they do have. These grassroots efforts create community resiliency, not only for the next unexpected disruption or disaster, but for the long term.

Such tenacity inspires us as we work alongside civil society leaders, organizations, and networks who often face grave danger and make incredible personal sacrifices. In Afghanistan, our team risked their lives in the pursuit of a new society that enshrined women's rights, freedom of association, and the right to elect their governmental representatives. The collapse of the Afghan government in the face of the Taliban takeover did not extinguish these desires for freedom. We continue to stand with our Afghan colleagues and partners as they persevere amidst adversity.

Inclusion defines our approaches in the communities where we work and the workforce we develop. This past year we launched a robust training program for all staff in the US office, and we asked each team member to define for themselves one goal around diversity, equity and inclusion that would be meaningful to them. We are looking at ways to diversify further our recruitment pools in order to ensure the diversity we value is reflected in who we hire.

Empathy to the needs of others is what draws Counterpart team members to the organization. Our outstanding staff are the reason for the successes described in this report. They are tirelessly devoted to a life of purpose and a career that defines their success by the success of others. My commitment to this team is first and foremost to their health and safety. And I continue to work on the challenges we face around work-life balance since the needs are endless, but our resources are not.

As I write this letter, the horrific attack on Ukraine continues. Sadly, it reminds me all too much of the conflicts around the world that rage on daily with little media attention or support for the people most affected, often the children and elderly. Ukraine has sent millions of refugees, largely women and children, into neighboring countries where they will begin an uncertain new life. Our own team members did this last August as they fled Afghanistan often with nothing other than what they wore. The plight refugees face and the peril in which they exist challenges my own optimism about the world in which we live. While my optimism may sometimes fade, I will never lose hope. That hope is borne of a deep faith that together we can work to overcome challenges and that solidarity with communities around the world is where we find strength.

Dr. Ann Hudock
President and CEO,
Counterpart International



LETTER FROM THE BOARD

I have had the pleasure to serve on the board of directors of Counterpart International for three consecutive terms. In my nine years here with the organization including my years as chair of the board, I have witnessed the myriad of ways that Counterpart supports communities. Whether it is through protecting media freedoms or advocating for human rights, Counterpart works with civil society and governments to create lasting change.

Counterpart stands alongside communities shaping their own destinies. We believe diversity and inclusion are the foundation of sustainable solutions. We know that unlikely partnerships create transformational change.

Our school feeding programs in Mozambique, made possible by USDA, ensure the next generation of leaders is well fed and educated. Our training for women leaders in Colombia, made possible by grants from the ExxonMobil Foundation, elevate women's talents and broaden their opportunities.

For close to a decade, I have had the privilege of working with Counterpart's exceptional team. Its senior leadership and staff members are outstanding. They are enormously talented, hard-working, and empathetic. On behalf of the board of directors, I want to thank everyone on Counterpart's staff for their efforts in making the world a better place for all of us, one community at a time.

Raúl Herrera
Board Chair,
Counterpart International



OUR PROGRAMS

In
2021, our programs
impacted **12**
countries



Angola			●
Argentina			●
Brazil			●
Bangladesh		●	
Burkina Faso	●	●	
Burundi	●	●	
Cameron			●
Dominican Republic	●	●	
Egypt			●
El Salvador	●	●	●
Equatorial Guinea			●
Guatemala	●	●	
Ghana			●
Guyana			●
Haiti	●	●	
Indonesia			●
Mexico			●
Mauritania	●	●	●
Mozambique	●	●	●
Nigeria			●
Niger	●	●	
Papua New Guinea			●
Romania			●
Saudi Arabia			●
Senegal	●	●	
Timor-Leste	●	●	
UAE			●

11

11 countries were designated fragile, conflict-affected environments.

4

In 4 countries our programs focused on FOOD SECURITY.

8

In 8 countries, our programs focused on CIVIL SOCIETY STRENGTHENING.

18

Women from 18 countries participated in our WomenLead Institute.



Mauritania

THE FUTURE IS OURS! McGovern-Dole Food for Education

#FOODSECURITY

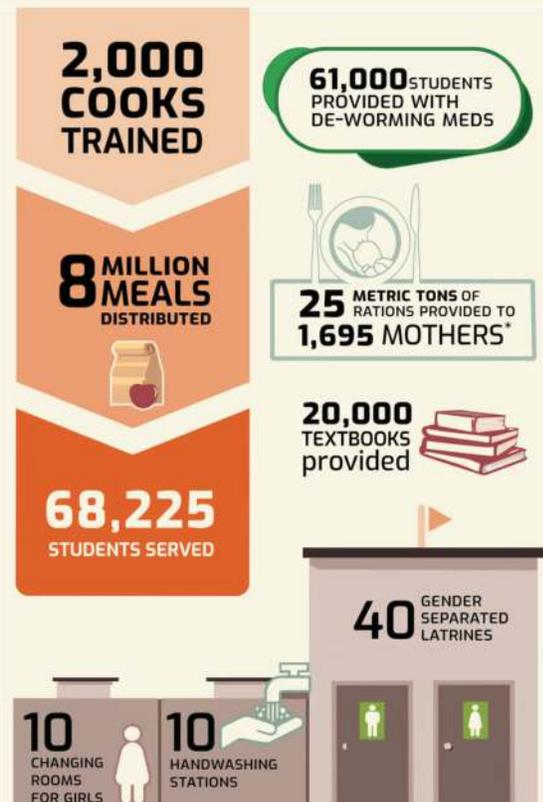
Counterpart's implementation of the USDA-funded McGovern-Dole International Food for Education and Child Nutrition Program in Mauritania is a critical effort for assisting the government to reduce hunger, improve health, and strengthen the primary education system. In 2021, Food for Education worked in 209 schools, distributing 8 million school meals as well as deworming medicines to tens of thousands of students to prevent and treat infections.



The Future Is Ours! also trained over 100 parent-teacher associations on their roles in managing hygiene and nutrition programs in coordination with school staff. In addition, ninety-nine school administrators were trained on curriculum and how to make early assessments of student's needs. We also trained 2,000 cooks on safe food preparation.

In addition, the program improved school infrastructure, constructing proper food storerooms, 40 separated latrines for girls and boys, ten handwashing stations, and ten changing rooms to provide more private changing space for girls, which improves attendance particularly when they are going through menstruation.

The project team also provided technical assistance to the Ministry of National Education to develop a textbook and teacher guides for first grade in Arabic. After being tested in 51 schools, the new textbooks will soon be adopted nationwide.



*Pregnant or lactating women and mothers with children under the age of 5 Years



Guatemala

FOOD FOR PROGRESS

#FOODSECURITY

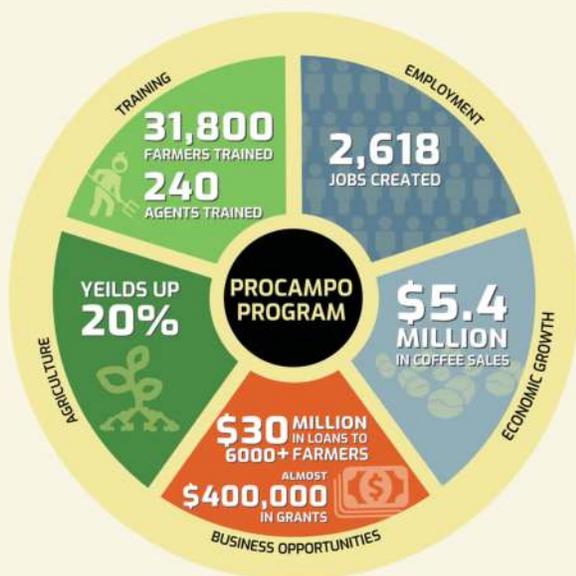
Guatemala has the largest and fastest-growing economy in Central America, but this masks the extreme poverty and malnutrition that plagues rural and indigenous communities.

Because agriculture is the backbone of the rural economy, Counterpart's USDA-funded Food for Progress program (PROCAMPO) has focused on supporting the rebirth of the country's National Rural Extension System to support rural farmers.

In addition to restoring a measure of trust in the national government by long-neglected communities, PROCAMPO has supported the development of rural learning centers, training for 240 Ministry of Agriculture Agents, and granted associations and cooperatives almost \$400,000. Along with other partners, we also support financial institutions to provide \$30 million in loans to 6,426 farmers.

Since its inception, the program has trained more than 31,800 farmers, increasing yields by 20% and creating 2,618 new jobs. Over 41,000 individuals have benefited directly from PROCAMPO intervention. The USDA has recognized Counterpart's success with this program and extended the funding for two additional years to continue to expand and strengthen the project's impact.

OVER **41,000** INDIVIDUALS BENEFITED DIRECTLY FROM PROCAMPO INTERVENTION





El Salvador

RIGHTS AND DIGNITY

#GOVERNANCE

The Rights and Dignity project is an eight-year, USAID-funded initiative to strengthen human rights protection systems in El Salvador. Over the course of 2021, Counterpart continued to work closely with numerous public institutions as well as the Office of the United Nations High Commissioner for Human Rights to implement activities related to transitional justice with a focus on victims of violent crime.



This year, the Counterpart team completed its technical support to the Human Rights Ombudsman's Office, establishing a report management system for human rights violations and training 244 staff on its use. Working with the University Human Rights Observatory, which counted 8,000 visits to their website, Rights and Dignity supported the publication of reports that examine public security and human rights in El Salvador. Similarly, the project provided key technical assistance that resulted in a draft bill for the new Organic Law of the Public Defender's Office, which the Legislative Assembly approved in May 2021, as well as technical assistance to the Human Rights Ombudsman's Office to develop the institution's preliminary draft of the Law on Transitional Justice.



In addition, Rights and Dignity collaborated with and provided targeted capacity strengthening support to a wide range of civil society and human rights groups, including organizations focusing on at-risk women and youth, persons with disabilities, and the LGBTI population. The project's efforts resulted in more sustainable organizations that are better positioned to respond to hanging and complex environments, including a shrinking civic space.

Finally, Counterpart helped build the capacities of both government personnel and human rights organizations, educating National Police officers and police commanders throughout the country by disseminating the National Civil Police Human Rights Policy.



The Rights and Dignity Project was very important and significant for many young organizations. We were strengthened through this space that was created in parallel, which was the community of practice where we were able to share with the other organizations that were being part of the process."

*~ Karla Castro, General Secretary,
Center for Studies of Sexual and
Generic Diversity (AMATE)*



Haiti and the Dominican Republic are affected by climate change more than most places on Earth. Changes to the marine environment combined with pollution, overfishing, and unregulated recreational activities create long-term challenges for the island's nations.

Counterpart's work here began in 2004 and grew over the next decade to incorporate under the Coastal Climate Resiliency Program (CCRP) developed by local organizations, businesses, and government. The overarching goal of this work is to reduce local pressures on biodiversity in coastal marine ecosystems while minimizing cultural and economic disruptions to the communities that depend on those ecosystems.

As we focus on this resiliency with our partners, centering youth with our Dominican Environmental Education Program (DEEP) fosters opportunities for young people to participate as emerging leaders through hands-on, innovative science education. This work, funded by the Frohring Foundation, gives future leaders a vested interest in the work and was implemented in a record seven schools in 2021.

Last year, despite school closures and nationwide curfews caused by Covid-19, DEEP adapted to allow students to collect environmental data from their homes and surrounding areas to keep the program active. We also used virtual tools to continue holding conferences and masterclasses to grow the interest of students in their DEEP projects.



Haiti and Dominican Republic

MANAGING ENVIRONMENTAL CHALLENGES IN HISPANIOLA

#GOVERNANCE

In addition, we strengthened the alliance with government and national environmental groups, seeing them as partners rather than adversaries, and supported the co-design of the National Strategy of Environmental Education. We also launched an internship program for students to participate in another Counterpart program, the USAID-funded Integrated Marine Ecosystem Management (IMEM) Program in Northern Hispaniola.

In 2021, IMEM trained 95 farmers and fishermen on replicable sustainable practices focused on preserving biodiversity and promoting improved livelihoods, training that can be replicated across communities. This resulted in fishermen selling \$33,000 of sustainably caught fish and seafood to local buyers.

Local rice farming has also been transformed to emit only a third of the greenhouse gases of traditional methods. Combined with lower start-up costs, these sustainable practices also result in better rice, which can be sold for a higher price.

During this period, we also produced a sociological study of Haitian fishermen as well as a coral reef health study to inform the program's work. In addition, IMEM undertook Covid-19 relief activities, reaching over 350 people on social media with prevention information, hosting seven community education sessions with 398 participants, and distributing 500 posters throughout nine coastal communities.



Niger

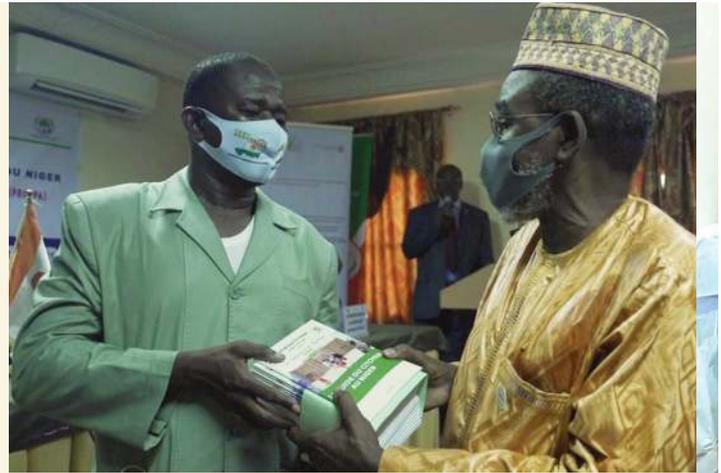
PARTICIPATORY RESPONSIVE GOVERNMENT

#GOVERNANCE

Since democratic governance was restored in 2011, the government of Niger has taken important steps to curb corruption and increase transparency. However, an unstable economy, a refugee crisis and significant security challenges have led to a re-alignment of the government's priorities.

Since 2016, Counterpart has been working with the government to promote good governance based on increased citizen participation and government responsiveness, particularly in health, education, and security. In 2021, we supported the creation of a national network of citizen monitoring committees that comprised 38 CVCs—representing 33 communities and five regions—and finalized the design of Guidan Shawara, a digital platform that allows citizens to provide feedback on government service and delivery.

To further support evidence-based policy processes, Counterpart also supported 11 communes in adopting or revising their development plans so that they are more



responsive to citizen needs. Under the Women Peace and Security component, we brought together stakeholders from six communes, including members of girls' peace clubs and local elected officials. In addition, we continued to help the government and civic organizations navigate the Covid-19 pandemic, focusing on awareness and prevention.

This year we also started a second program in Niger, funded by USAID. Resilient Governance in Niger began with a collaborative planning process to make sure all stakeholders could fully participate in the program's interventions.

Our work developing a methodology to help local governments self-assess their capacity and set performance targets in consultation with civil society has led to the government wanting to implement these methods and training nationally in all municipalities. They've asked Counterpart to lead the way and we are excited to continue this critical work.





Bangladesh

PROMOTING ADVOCACY AND RIGHTS (PAR)

#GOVERNANCE

Social upheaval, political sensitivities, and a narrowing space for civil society in Bangladesh pose challenges for local organizations advocating for human rights. The Promoting Advocacy and Rights (PAR) program aims to create an environment that can sustain civil society institutions that advance democratic governance and citizen participation.

In the third year of this program, Counterpart's work continued despite the challenges posed by Covid-19. In fact, PAR awarded two grants to raise awareness and combat the virus. In addition, rather than forgoing program activities due to Covid restrictions, we adapted two grants to virtual spaces (Zoom) to execute the program's objectives. This, coupled with training on virtual technologies, kept this important work on track.

The project also conducted 33 capacity enhancing activities for civil society organizations on issues such as advocacy, legal management, and gender and social inclusion, making sure that a more diverse array of stakeholders were represented from over 600 groups.

PAR and its partner grantees conducted 69 engagements on drug abuse reaching at least 379,427 individuals. They also led 156 advocacy and response engagements for Covid-19, reaching at least 1.6 million people. A second partner addressed gender-based violence and early marriage, reaching 43,828 individuals.

"PAR's capacity enhancing initiatives ensure that our organizational strengths are increased sustainably. We have gained key insights on conducting advocacy in a closing civic space that shall help our future endeavors."

~ Subrata Paul, PAR grantee representative





Timor-Leste

USAID/TIMOR-LESTE NGO ADVOCACY FOR GOOD GOVERNANCE ACTIVITY

#GOVERNANCE

Since achieving independence in 2002, Timor-Leste has made great strides towards strengthening its democracy and ensuring government accountability through the emerging NGO sector. While robust, most of the civil society organizations lack the administrative capacity and financial support to hold the government to its promises of transparency and responsiveness.

In 2021, despite two Covid-related lockdowns and major floods, Counterpart kept its activity on track. We trained our partners in research methods, financial diversification, advocacy, leadership, and thinking and working politically. All our NGO partners have held policy dialogues and crafted advocacy and constituent engagement plans. Many of them have already formed coalitions and put their training to work, meeting with corporate and government leaders.



Over the year, 87 participants (roughly half female, half male) attended 52 activity-sponsored events and meetings. Our NGO partners are well positioned to receive grants and pursue their transformational change goals in the future as they deepen their work. Counterpart will continue this USAID-funded project through 2025.

“Refresher training on advocacy and continued coaching and mentoring to our staff will be very helpful – in order for us to properly understand advocacy methods and to use them in appropriate ways during our advocacy campaign in the future.”

~ Angelo Fernando Ximenes, Director of MAHON





WE ARE TOGETHER

#GOVERNANCE

More than fifteen years after the end of its deeply divisive and traumatic civil war, Burundi still faces challenges establishing long-term peace, security, and economic stability. Youth under the age of 25, who make up two-thirds of the population, are particularly susceptible to getting caught up in conflict and violence due to unemployment, political rivalry, and ethnic divisions that persist as they try to navigate their early adult lives in the post-war society.

This year, Counterpart completed the start-up of *Turi Kumwe* (We Are Together), a USAID-funded program that increases Burundian youth engagement in peace building and violence prevention activities and enhances youth access to finance and economic opportunities. The program focuses on village savings and loans associations—groups of about 30 people who pool their savings and make loans to each other—complemented with entrepreneurial and life skills training, which empowers the young people to make their own way.

To date, we've set up 66 village savings and loans associations, reaching nearly 2,000 youth. A third of the membership of the groups come from marginalized communities. The momentum to focus on youth employment and inclusive engagement stemmed from community-based, multi-stakeholder dialogues.





Worldwide

WOMENLEAD INSTITUTE

#GOVERNANCE



The WomenLead Institute works to fuel greater representation of women in leadership positions across different sectors in the United States and countries around the world. WLI's flagship program, Global Women in Management, is funded by the ExxonMobil Foundation, and strengthens women's management, leadership, and technical skills to enhance and expand programs that advance women's opportunities.

In 2021, WomenLead Institute surveyed its alumnae to assess the impact of Covid-19 on their organizations and programming and received 184 responses from 38 countries. WomenLead shared results of the surveys with donors and used them to inform the public about the challenges faced by these organizations around the world.

Adapting to the new environment, the curriculum was converted into a six-month virtual learning program and incorporated sessions on leadership and gender dynamics as well as project design, financial management, and sustainability. 32 women from fifteen countries participated. Following this success, WLI launched two virtual management programs in September.

"When you're able to transform your women, you are transforming the family, you are transforming society, and you have transformed the world."

~ Mfon Bassey, WLI alumni

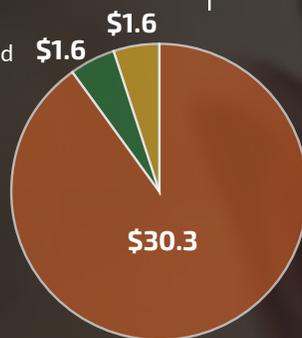


FINANCIAL REVIEW

Counterpart's generous partners and donors provided \$33.5 million in program grants, contracts, and contributions for fiscal year 2021.

Revenue Sources

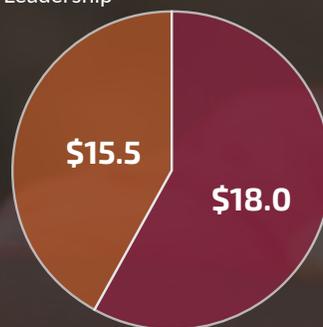
- Contributions & Grants
- Contracts
- Gifts in Kind



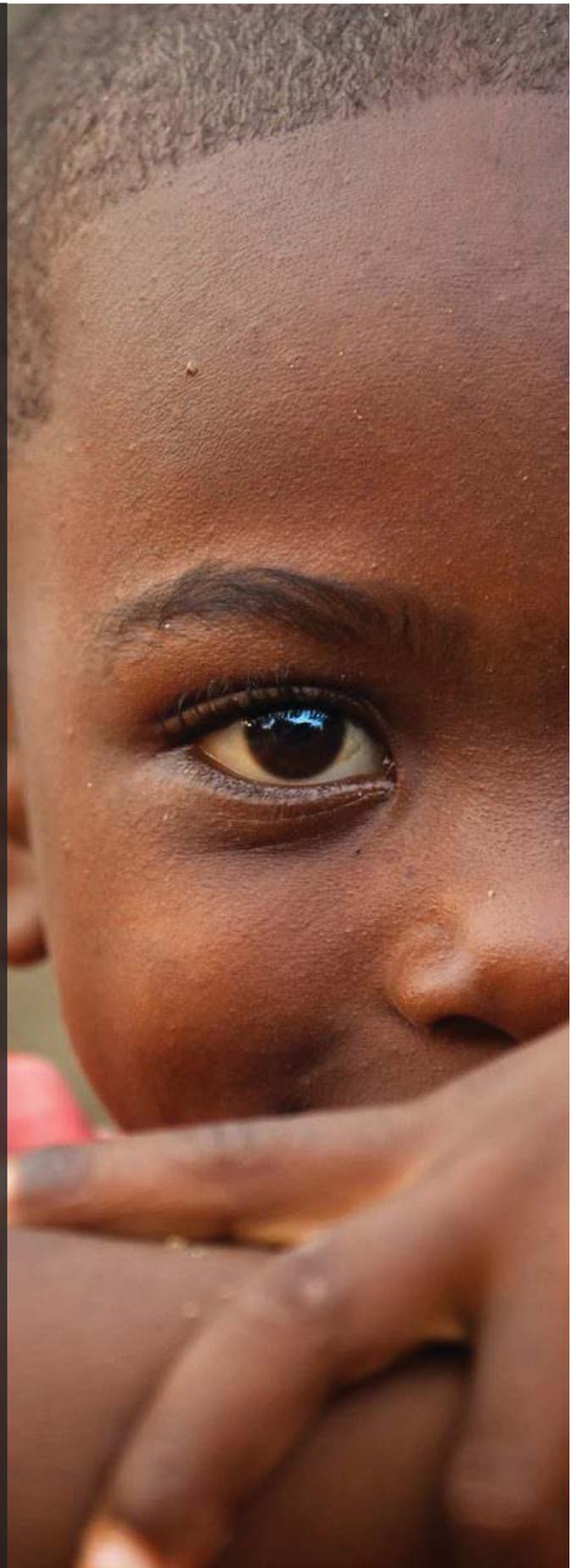
*All figures in million

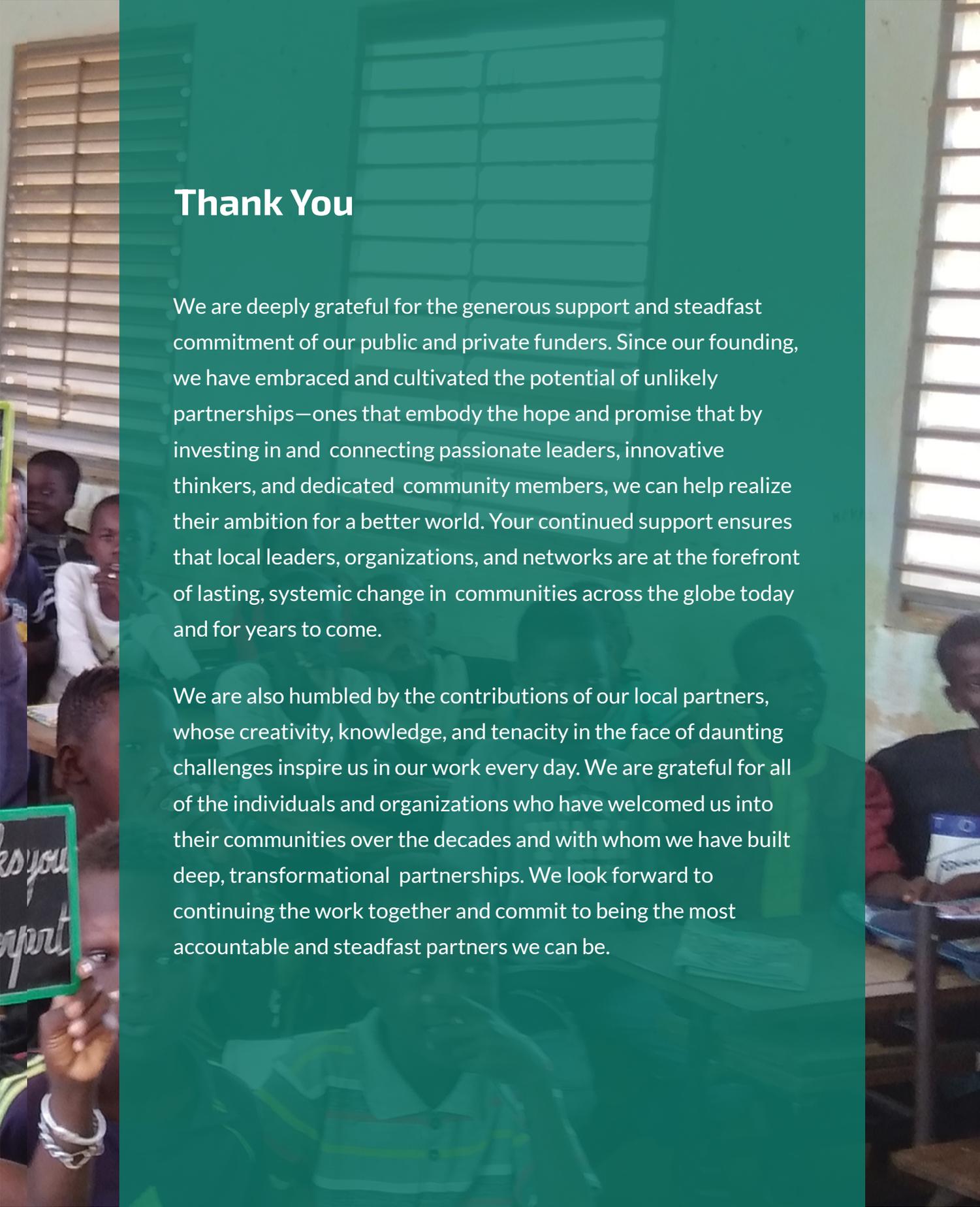
Program Areas

- Governance and Women Leadership
- Food Security



Total \$33.5 Million
*All figures in million





Thank You

We are deeply grateful for the generous support and steadfast commitment of our public and private funders. Since our founding, we have embraced and cultivated the potential of unlikely partnerships—ones that embody the hope and promise that by investing in and connecting passionate leaders, innovative thinkers, and dedicated community members, we can help realize their ambition for a better world. Your continued support ensures that local leaders, organizations, and networks are at the forefront of lasting, systemic change in communities across the globe today and for years to come.

We are also humbled by the contributions of our local partners, whose creativity, knowledge, and tenacity in the face of daunting challenges inspire us in our work every day. We are grateful for all of the individuals and organizations who have welcomed us into their communities over the decades and with whom we have built deep, transformational partnerships. We look forward to continuing the work together and commit to being the most accountable and steadfast partners we can be.

COUNTERPART
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Counterpart stands alongside communities shaping their own destinies. Helping people build better lives is a challenge we undertake every day with the support of our partners and donors.

Join us in creating stronger, healthier, and more inclusive communities around the world.

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