



OFFICE OF LOCAL SUSTAINABILITY

Leading USAID's locally led development efforts

October 2019



Nepal: Building Resilience and Improving Livelihoods

Last month, staff from the Office of Local Sustainability (E3/LS) traveled to Nepal to kick off the latest round of the Mission's Local Works programming. The Nepal program focuses on empowering marginalized and vulnerable communities facing high levels of risk to recover from various shocks and stresses. Taking advantage of Local Works' flexibility, the Mission

will analyze available risk data, identify potential partner communities, and engage in a human-centered listening and collaborative design process to improve livelihoods and resilience. Lessons learned from this exciting process will inform Agency-wide practice on locally led approaches to empowering marginalized and vulnerable groups. Similar kickoffs will take place in other new Local Works Missions in Kosovo, Kenya, Belarus, Timor-Leste, and elsewhere in the coming months.



Georgia: Local Economic Development

In Georgia, a Peace Corps Volunteer and a local community organization used Small Project Assistance (SPA) funding to offer business training for



New Governance Assessment Tools

Research shows that an effective board is critical to the democratic governance of cooperatives. E3/LS's Cooperative Development Program, in partnership

women farmers and business owners. Nearly two-dozen women operating small-scale businesses and farms participated in a week-long intensive training and networking conference. The local governor spoke to the group about how its efforts support local economic development. Additionally, representatives from the Ministry of Agriculture and a national bank shared details about programs for women-owned small businesses. The community organization continues to support and serve as a resource as the women scale their businesses.

with the Overseas Cooperative Development Council's (OCDC) [Research Group](#), developed [Governance Assessment Tools](#) for identifying a cooperative board's stage of development and potential technical support needs. Using [this tool](#), partners can identify a board's stage of development, while a new [member questionnaire](#) helps further pinpoint governance challenges. The researchers developed tailored surveys that partners can use to conduct deeper assessments based on a cooperative board's development stage (see [Stage 1](#), [Stage 2](#), and [Stage 3](#)). The Facilitator's Guide (coming soon) will help users introduce the approach to cooperative boards and conduct the assessments. OCDC's governance materials are being piloted in several countries and utilized by implementing partners to strengthen 30 local cooperatives.



Kenya: Transitioning to Local Ownership

Last month, E3/LS staff traveled to Nairobi, Kenya, to participate in the regional review workshop for [Stopping as Success \(SAS\)](#), an E3/LS-funded [co-created research initiative](#) that studies international non-governmental organization (INGO) transitions to local actors at the country, project, and activity level. By convening East African civil society organizations (CSOs), INGOs, and USAID/Kenya staff, SAS validated learning from its 20 research case studies across 13 countries, and

generated feedback on draft tools and resources. In the coming weeks, SAS and E3/LS will use this feedback to develop a suite of practical resources for CSOs, INGOs, and donors to facilitate more effective and sustainable transitions to local ownership in order to foster a country's [Journey to Self-Reliance](#).

ANNOUNCEMENTS & UPDATES

From the Field

- As reported in last month's newsletter, October is International Cooperative Month! Agency staff who missed last month's Notice can access it [here](#) (*internal USAID access only). Kimberly Rosen, USAID Deputy Assistant Administrator for Economic Growth, Education and Environment, provided the keynote address at the Coop IMPACT Conference last week, and E3/LS led a session on "Innovations and the Cooperative Model."
- USAID/Morocco is at the forefront of locally led development within the Agency, finding ways to succeed with a limited budget in a diverse and complex development context. In collaboration with E3/LS, USAID/Morocco published a [Local Works Mission Profile: USAID/Morocco's Locally Led Development Story](#). This Profile is a summary of USAID/Morocco's locally led development experience to date, lessons learned, and recommendations.
- In June, E3/LS staff participated in the 2019 Interaction Forum with the E3/LS-funded [Stopping As Success \(SAS\)](#) consortium to share insights on program transitions from

INGOs to local ownership. E3/LS shared learning from the [Cooperative Development Program](#), while SAS detailed lessons learned from its 20 case studies of transitions to local ownership across 13 countries. To learn more, please read SAS' September blog post [here](#).

- Last month, the workshop “Smart City Solutions for Clean Air: Current Practices and Recommendations for Vietnam” connected 150 experts from government agencies, research institutes, companies, NGOs, and the media to discuss the application of air quality monitoring research across sectors and disciplines. USAID/Vietnam and its [Local Works](#) partners, the School of Environmental Science and Technology (INEST), the East-West Center (EWC), and the Vietnam Clean Air Partnership (VCAP) through the “Clean Air – Green Cities” project, convened more than 100 air quality experts to discuss the opportunities and challenges of using low-cost air sensors and modeling tools for air quality research.
- Staff from E3/LS and [USAID's Center for Development Innovation](#) traveled to USAID/Dominican Republic to support the Mission's Local Works program and conduct a Mission-wide “Stakeholder Engagement and Local Systems” training. This training prepared Mission staff for a forthcoming “Whole System in the Room” workshop later this fall along the country's border with Haiti. Staff interviewed community members, associations, local organizations, public and private sector representatives, and Mission colleagues for case studies on listening and procurement approaches for locally led development. E3/LS helped the Mission to incorporate learning through listening into its Local Works program's Theory of Change.

Locally Led Development Opportunities

- USAID/Azerbaijan released a [Request for Information](#) (RFI) to inform its work supporting business associations and solicit feedback on an “industry summit” planned for December 2019. This event will bring together private sector, civil society, and government representatives to think about how they can work together and design an approach to support the growth and success of professional and business associations in Azerbaijan.
- USAID/Peru is using E3/LS' [Cooperative Development Program](#) to support Venezuelan migrants and refugees in Peru and Ecuador. According to the International Labour Organization, cooperatives are uniquely positioned to support refugees since they are based on self-help and mutual aid. Cooperative businesses create jobs, promote self-employment, and enable access to a range of affordable and higher-quality services, including savings, loans, remittances, childcare, training and health care. For more information, see USAID/Peru's Addendum to the CDP [Annual Program Statement](#). (*Please note eligibility requirements for applicants.)
- The National Academies of Sciences, Engineering, and Medicine is accepting applications for the 2020 Jefferson Science Fellowship. The program is open to tenured, or similarly ranked, academic scientists, engineers, and physicians from U.S. institutions of higher learning. E3/LS is highly interested to partner with Fellows with demonstrated interest in applying locally led development principles in their areas of expertise. Learn more and apply [here](#) by 5pm on October 31.

What We're Reading

- E3/LS' Colleen Brady, with Michael Hooper: “[Redefining Engagement with Socio-spatially Marginalised Populations: Learning from Ghana's Ministry of Inner City and Zongo Development.](#)” in *Urbanisation*, September 2019.
- In honor of Cooperative Month throughout October: “[Why Won't the Wall Street Journal Cover the Cooperative Economy?](#)”
- From Dan Honig, via the Center for Global Development: “[Let Local Leaders Lead: Why Donors Should Create More Space for Local Leadership](#)”
- The Gates Foundation released years of [research](#) on women's economic empowerment, launched a \$170 million [initiative](#) on women's economic empowerment, and committed

\$80 million to close the [data gap](#).

- [Opinion: “The problem with the phrase *and other vulnerable groups*.”](#) Devex
- [“How USAID’s Solicitations and Resulting Awards Include Underrepresented Groups.”](#) Chemonics Briefing Paper, May 2019.

Staffing

- E3/LS is delighted to welcome several new staff to the Office - and to welcome others in new positions:
 - Dr. Charles Kiamie III, Deputy Director
 - Hawa Ka, Program Officer
 - Joyce Friedenber, Team Lead, Technical Excellence, and Local Works Coordinator
 - Zach Pusch, Team Lead, Capacity, Culture, and Communications
 - Helen Moser, Local Sustainability Program Officer, Technical Excellence Team
- E3/LS is hiring! Learn more about opportunities with the Office:
 - [Training Coordinator](#)
 - [Mission Support Program Analyst](#)



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