



## OFFICE OF LOCAL SUSTAINABILITY

Leading USAID's locally led development efforts

September 2019



### Morocco: Civil Society Organizations Engaging the Government

USAID/Morocco, through the Office of Local Sustainability's (E3/LS) [Local Works](#) program,

has built relationships with five civil society organizations (CSOs) based on trust, shared interests, and mutual understanding. These groups have begun advocating together for legislation that would improve the operating environment for civil society. For example, they are advocating for an non-governmental organization law that transfers approval powers for CSO registration from the Ministry of Interior to the courts, thus de-politicizing the registration process and opening space for civil society participation. The groups are also collaborating to create a non-profit tax status so that local organizations are no longer treated as private companies. One of the groups, ALCI, was recently selected as a member of the National Steering Committee for the Open Government Initiative (OGI). In June 2019, the Ministry of Finance invited several CSOs to discuss ways to improve citizens' and civil society's inclusion in the budget process, and the leader of one, Forum Azahrae, was appointed by the King of Morocco to be a member of the National Council for Human Rights. USAID/Morocco is continuing to shift its programming towards an increasingly locally led development approach.



### Colombia: Processing and Selling Finely Dried Cocoa

Through E3/LS' [Small Project Assistance](#) (SPA) Program, a Peace Corps Volunteer in Colombia worked with the local indigenous community on a project to process and sell finely dried



### Cooperative Development Program

E3/LS' [Cooperative Development Program](#) (CDP) is gearing up for October: International Month of Cooperatives! There are several exciting events next month celebrating

cocoa. The project provided technical training on cacao processing and business management, and the SPA grant covered the cost of labor and building materials needed to convert an existing building into the new cacao processing center. This center is now fully operational, and the community has the training and capacity to run it independently. More than 100 families are now connected to and/or benefiting from the project by producing cacao - and the community is working toward increasing the sustainability of its cacao businesses.

cooperative business models, including the [Coop IMPACT Conference](#) on October 4 in Arlington, Virginia. USAID Deputy Assistant Administrator Kimberly Rosen will provide the keynote address, and E3/LS will lead a session on “Innovations and the Cooperative Model.” Additionally, E3/LS and its CDP implementers will participate in the International Cooperative Alliance Global Cooperative Conference in Kigali, Rwanda, October 14-17, 2019. For more information on the agenda or registration, please click [here](#).



## Colombia: Tax Policies and Civil Society

Through E3/LS [co-created research initiative Facilitating Financial Sustainability](#), [LINC](#) and the Colombia Action Learning Group (ALG) hosted a two-day workshop earlier this month on recent changes to local taxation policy and its implication for CSOs working in Montes de Maria. Sixteen grassroots organizations in this region comprise the Colombia ALG, which formed in October

2018 to identify and address systemic barriers to financial sustainability. This workshop was the first in a series of activities prioritized by the group to promote the long-term financial sustainability of CSOs.

## ANNOUNCEMENTS & UPDATES

### From the Field

- In collaboration with the Hanoi government’s Department of Natural Resources and ICLEI - Local Governments for Sustainability, a global network of local and regional governments committed to sustainable urban development, Live & Learn, a USAID/Vietnam [Local Works](#) implementing partner, co-organized a day-long workshop on “Mobilizing Green Initiatives for Hanoi.” The event brought together representatives from the Hanoi government, international experts from Korea and the Philippines, NGOs, academics, and donors to mobilize and share practical solutions for addressing environmental protection and climate change.
- E3/LS supported stakeholder consultations with local network members under USAID/Vietnam’s [Local Works](#) implementing partners, Live & Learn and Institute of Population, Health and Development (PHAD). E3/LS, Live & Learn, and PHAD worked together to develop a systems map of the environmental health/pollution space to better inform new project and activity designs. They also helped the Mission to integrate locally led development principles and gender equality into a follow-on Local Works award to reduce air pollution with Live & Learn.
- USAID/Morocco’s [Local Works](#) lead contact is on a peer exchange with USAID/Dominican Republic this month to support USAID/Dominican Republic’s Local Works program with attention to innovative procurements and sharing Morocco’s locally led experiences.
- To leverage local experience and expertise, USAID/Dominican Republic has started a partnership with returned Peace Corps Volunteers. One Volunteer, with experience in community engagement, is working in the border region to provide capacity building and

technical assistance for the [Local Works](#) program.

## Locally Led Development Opportunities

- E3/LS' [Local Works](#) program supports unsolicited proposals and applications from eligible entities. Learn more by reviewing this [guidance](#).
- Applications are due November 1, 2019, for the USAID Donald M. Payne International Development Graduate Fellowship Program. The program seeks to attract outstanding individuals who are interested in pursuing careers in USAID's Foreign Service. Learn more about this unique opportunity [here](#).

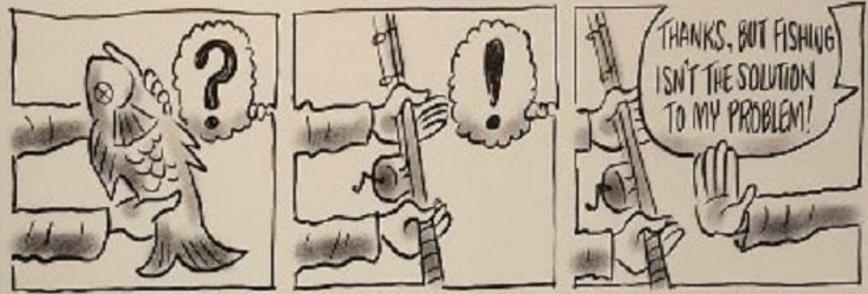
## What are we Reading this Month?

- [A Framework for Inclusive Market System Development](#) - This is a great how-to resource on the critical steps in this approach.
- [An Overview of the Facilitation Approach: A USAID Discussion Paper](#) - This paper provides an overview of the facilitation approach with information drawn from its use in market systems development.
- [Market Systems and Value Chain Programming](#) - This Global Food Security Strategy Technical Guidance document includes definitions of common terminology, steps used in this approach, and a case study from Bangladesh.
- For a broad range of resources, visit the [MarketLinks](#), [AgriLinks](#), and [SEEP](#) knowledge platforms. These websites provide an array of tools and articles on [Market Facilitation](#) and [Value Chain Facilitation](#), such as [how-to design and implement](#) activities and projects using the facilitation approach.

## Staffing

- E3/LS welcomes Michael Rossman as its new Office Director. Mike is a commissioned Foreign Service Officer with tours in Georgia, Haiti, Mali, the Philippines, Afghanistan, Ethiopia, and East Africa. He has covered a varied and demanding development portfolio, including disaster assistance, education, infrastructure, HIV/AIDS, post-conflict initiatives, and other projects of geostrategic importance. Prior to joining USAID, Mike worked for more than 17 years in the private sector, including six years in international development and four years working on Department of Transportation- and Department of Defense-funded construction and transportation projects.
- E3 thanks Charles Kiamie III for his service as Acting Office Director from July 2018 through August 2019. During that time, Dr. Kiamie more than doubled the E3/LS staff, raised the Office's profile within and beyond USAID, and promoted locally led development in the context of Agency priorities such as the Journey to Self-Reliance, resilience, and procurement innovation.
- E3/LS is delighted to welcome Drs. Keshav Das and Paul Vincelli to the Office. Both are [Jefferson Science Fellows](#) working on the Evidence and Learning Team for this academic year.
- E3/LS is hiring! Learn more about opportunities with the Office:
  - [Monitoring, Evaluation, and Learning Specialist](#)
  - [Communications Associate](#)
  - [Training Coordinator](#)

**Local actors become self-reliant when they lead their own development.**



Local actors become self-reliant when they lead their own development.

The Journey to Self-Reliance begins with  
**LOCALLY LED DEVELOPMENT.**

To learn more, visit the  
**OFFICE OF LOCAL SUSTAINABILITY**  
at [USAID.GOV](http://USAID.GOV).



Find out more about our office!



Learn more about locally led development  
*\*For internal USAID staff*



Questions? Send us an email