





COMMON GROUND CONSULTING LLC

Economic Growth

CGC supports economic growth among youth, women, and vulnerable populations by encouraging them to form small and profitable businesses. We provide market analysis and concept assessment, entrepreneurship training, and inclusiveness strategies for targeted groups.

Workforce Development

CGC conducts labor market analyses, identifying gaps between needs and available skills. We recommend strategies to engage youth and transitioning adult employees and create formal and non-formal curricula to match employment trends and meet market demand.

Institutional Optimization

We endeavor first to understand the complicated dynamics of mission-driven organizations using an appreciative inquiry approach. Then we sort out administrative and management structures in a way that is sympathetic to people, values, and mission. Finally, we make high-impact structure and personnel recommendations.

Contemporary Leadership

Entrepreneurial in spirit and team-based in approach, CGC has pioneered a modern and highly-adaptable leadership model. We leverage the experience, knowledge, and skills of diverse and talented people, creating a cadre of visionary leaders committed to public service and public problem-solving.

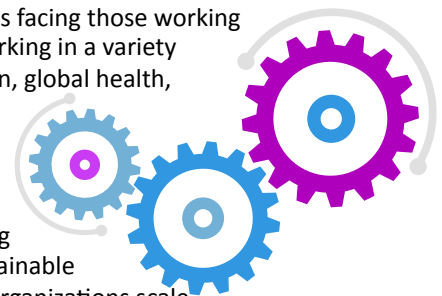
Authentic Engagement

Bringing people together to address conflict, develop strategy, or make difficult decisions requires a tremendous investment of time and resources. At CGC, we believe it is our job to ensure these gatherings focus on real issues, engage everyone, disrupt the status quo when it's blocking meaningful engagement, and achieve measurable outcomes and impact.

Where Change Begins™

For more than 25 years, Common Ground Consulting, LLC (CGC) has been providing market-proven consulting services for governments, private sector and community service organizations, entrepreneurial start-ups, stakeholder associations, and community-based, national, and international NGOs. Our client portfolio includes 240+ organizations and businesses, dozens of colleges and universities, 30+ foundations and consulting firms, and a wide variety of governments and their agencies.

As a small business, we've worked in 31 countries from Afghanistan to Uganda and 47 American states, providing valuable high-impact solutions to some of the most difficult problems facing those working to achieve positive social change. Working in a variety of sectors—agriculture, transportation, global health, social enterprise, labor, sexual and reproductive rights, judicial reform, and gender and human rights—has afforded us the ability to generate innovative, strategic, and cross-cutting approaches that lead to real and sustainable change. For example, we help small organizations scale, develop young leaders, generate collective impact through shared visioning, address concerns high-performing groups have with a changing economy or funding landscape, coach senior executives on modern technology and innovative business models, address company morale concerns and improve productivity, and we help organizations dismantle systems which support inequity.



Our on-call team of well-respected design thinkers tailor bespoke services based on your specific needs. No matter where you are in the world, we're devoted to building high-trust partnerships with each engagement.

75% of our work over the past 10 years has been with repeat clients.

90% of our new business comes from existing client referrals.

Our agile approach allows us to adapt our extensive capacity development activities to evolving expectations, providing outside-the-box solutions to challenges we will encounter as our work together unfolds. Our role is not to tell you what you already know or repackage some old methodology. It isn't to tell you what you want to hear. Common Ground is about change. We'll push you—with compassion and empathy—but with the expectation of achieving sustainable impact and delivering powerful results.

Meeting Today's Young People Where They Are

Today, more than half of the global population is under 30 and, regardless of where they live, they're becoming increasingly connected and engaged. At CGC, community youth engagement has been a cornerstone of our work from the beginning.

We believe that when communities see young people as assets (rather than needs), a world of positive change becomes possible. When young people have a seat at the table, they become tomorrow's leaders *today*. This accelerates development and innovation, enabling countries to realize a 'demographic dividend' in economic growth.



Changing the Lives of Vulnerable Populations

At CGC, diversity, equity, and inclusion are more than just the latest buzz words. These values are core to every aspect of our work. We have 25 years of experience creating spaces for people from a wide variety of backgrounds to come together, build trust, and solve problems together.

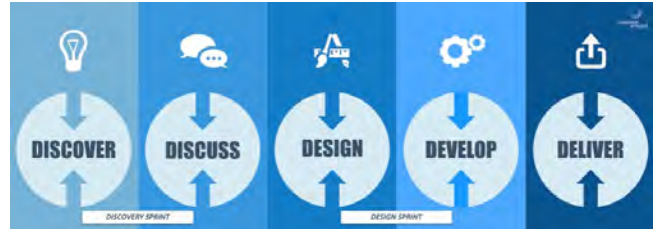
We understand and address systems of oppression and inequality, whether those are systems of society, government, or a particular institution.

We help our clients recognize issues of power, structural racism, and sexism. We then work deliberately to dismantle those structures, replacing them with systems, tools, and architecture that create a fair and level playing field for everyone.

Achieving Impact

Common Ground's **S.T.A.R.T.** (**Strategy, Action & Results**) methodology is grounded in an appreciative inquiry approach. We explore what gives life to a living system when it is most alive, most effective, and most constructively capable. Our

engagements begin by building consensus around expectations and a clear scope of work, followed by a comprehensive review of key historical documents (strategic plans, financial documents, evaluation data, audits, etc.). This **Discovery Sprint** is followed by a **Discuss & Debate** phase, a **Design Sprint**, a **Development** phase, and **Delivery**.



Throughout this process, CGC maintains a laser focus on the process and outcomes necessary for the work to achieve powerful and positive impact. We actively engage with the project team, partners, and stakeholders, often opening their minds to more efficient and impactful strategies. We shoulder the responsibility for building the high-touch, high-trust relationships necessary to achieve real and lasting change. Dozens of our clients and partners have provided powerful testimonials to our corporate character and the quality of our work.

Challenging the Status Quo

At Common Ground, we are always on the lookout for best and promising practices from around the world. We are constantly striving to improve our own methods, curriculum, and strategies—a critical self-awareness we bring to every engagement—and one that directly benefits our clients. We understand that for most people and organizations, change is scary. Most prefer the status quo, even when it isn't working anymore. And we get it. Change is a destructive process: changing something requires destroying something—an old way of thinking or an old way of doing.

Yet in these scary moments we can uncover and discover new ideas and new solutions. In these scary moments, disruption occurs, innovation takes over, problems get solved, and communities grow stronger. We are experts at navigating these difficult, outside-the-comfort-zone moments and work together with our clients to make them less scary and more exciting because of the promise they hold.

Building Powerful Partnerships

Over the past 25 years, Common Ground has designed and implemented a wide variety of **USAID and Millennium Challenge Corporation (MCC) funded projects**; as well as collaborative engagements with international financing organizations such as the **Global Fund**; international development agencies such as the **Aga Khan Foundation**; private development partners such as **Chemonics International**, **Counterpart**, **Creative Associates**, **EWMI**, and **Tetra Tech**; as well as dozens of international NGOs like the **Institute for Transportation and Development Policy (ITDP)** and **World Learning**.

Our global reach includes advocacy, strategy, and programmatic work in **Africa, the Americas, Asia, Europe, and the Middle East**.

As a result of our deep knowledge and understanding of USAID policies and procedures, Common Ground is the preferred sub-contractor for many best-in-class development partners. Our user-centered design approach, clear communication, flexible contracting, and obsessive focus on outcomes and impact allow us to deliver results that larger, less-personal organizations cannot match.

The Values That Guide Our Work



leveraging
purpose



inspiring
transformation



dismantling
inequity



challenging
complacency



cultivating
passion



shifting
mindsets

LEVERAGING THE CAPACITY DIVIDEND

We believe in the *capacity dividend*—the notion that strategic investments in capacity offer “returns” in the form of greater efficiency, effectiveness, and ultimately greater social impact. We want to help clients get to the root causes of the problems they face and work together to identify and implement practical solutions.

Much of our work in this area focuses on capacity building and institutional strengthening. Our approach, however, is a little different in that we work hard to tie these efforts directly to your mission. We have found that when organizations see capacity building investments linked to purpose, people take it more seriously, invest more effort, and the change is more profound.

USAID: American Schools & Hospitals Abroad (ASHA)

For the past five years—through three leadership transitions—CGC has worked closely with ASHA to build and strengthen their team, develop strategy and timelines, adjust staff roles and responsibilities, manage conflict, and evaluate senior staff members through comprehensive 360 reviews. We’ve facilitated their annual staff retreats, lead communications training, and coached key staff one-on-one.

Although a relatively small government office, we’ve suffered from long-term leadership gaps and substantial personality conflicts. As change is often slow or rare in the public sector, we approached our team-building workshop with a healthy dose of skepticism. What we got was delightful and intelligent facilitation from CGC; a skillful series of directed discussions about the 800 pound elephant in the room; just the right amount of innovative support materials to open up and inspire the team when attention faded; and emergence of a committed team by the end of the day. It was the most worthwhile team-building I’ve ever been a part of and our entire team was simultaneously astounded and grateful.

Katherine Crawford, Director, American Schools & Hospitals Abroad, USAID

The Global Fund

The Developing Country NGO Delegation to the Global Fund (GF) Board contracted with CGC for broad management consulting and high-quality facilitation as the delegation evolved as a major force in internal GF policy debates. We have facilitated 11 of their official gatherings across the Global

South. We drafted their policies manual; built their first website; and managed their new member selection process. We also served as their Policy Advisor—reviewing, coordinating and briefing members of the delegation regarding advocacy activities; monitoring and reporting on GF activities and official communications; conducting grassroots activities; informing and educating members and the public about AIDS, TB, and Malaria issues; writing articles as a part of their communications strategy; and participating in meetings of the delegation and the GF Board.

Child Helpline International has worked with CGC several times over the past four years. With each assignment, they have gained our trust, delved into our organisation and assessed our needs, then taken us through the most engaging and well-prepared sessions with real and lasting outcomes. I defy anyone who works with CGC to not be impressed by the force of their intelligent approach and unique solutions to organisational challenges.

Helen Mason, Head of Operations, Child Helpline International

Child Helpline International (CHI)

For more than a decade, CGC has provided a wide range of institutional strengthening support to CHI including a rapid assessment of the organization’s management systems and concrete recommendations related to infrastructure and the future strategic investments necessary for developing a sustainable operation. We led a series of strategic planning events; assisted them to better define staff roles and responsibilities; facilitated a conflict-resolution and goal-setting retreat for staff; led workshops focused on cultural competency and diversity, equity, and inclusion; and conducted annual organizational evaluation.

Ambassador’s Small Grants Program for Gender Equality in Afghanistan

The U.S. Ambassador in Afghanistan announced a grants program for civil society organizations that were working to secure gender equality for Afghan women and girls. Funded by USAID and administered by Creative Associates, Common Ground played the role of institutional development specialist and was responsible for a variety of important deliverables. One of our key contributions was in identifying outstanding local resource providers and improving their skills and access to new tools and methods through our Consulting Academy ModelSM.



CHANGING THE GAME

INSTITUTE FOR TRANSPORTATION & DEVELOPMENT POLICY (ITDP)



Following two decades of steady, strategic growth and a track record of

success, ITDP received a major increase in funding from a new donor network. Their \$2 million budget quadrupled almost overnight, sparking expansion into new countries and significant hiring. When they brought in CGC, their leadership told us that their financial and human resource growth had significantly outpaced infrastructure development and they were looking to address some of the major challenges that resulted from their explosive growth.

Common Ground was contracted by ITDP to develop clear, easy to use, and streamlined management systems in order to build staff capacity and achieve the organization's goals—systems that would leverage the strengths of their devolved structure while building institutional coherence, efficiency, and effectiveness.

We soon learned that many senior staff were experiencing anxiety and burnout and that they were not clear if this was due to capacity issues, the time it took to staff-up, or deeper, more systemic issues.

We worked with leadership to design a process to engage all staff in identifying the most important issues and defining new management strategies that would allow them to adapt to their changing conditions. Our goal was to help them increase their flexibility, regain their passion, become more competitive and more efficient, and, ultimately, embrace the future they wanted for all of ITDP.

Fortunately, as we conducted our S.T.A.R.T.SM process with ITDP, we were impressed by their willingness to exercise their change muscle. They stepped into the tough decisions and they allowed us to push them to the less familiar edges of their comfort zones. With senior staff in particular, they largely avoided the cognitive bias which causes most people to prefer that things stay the same or change very little. In fact, at times, we found ourselves running to keep up with how fast they moved to act on our recommendations.

Our final report presented a summary of the key issues we identified, an analysis of the data we collected, an explanation of the trends we discovered, and finally the strategic recommendations, action steps and timelines we believed would help guide them through necessary future transitions.

The initial five-month engagement comprised visits to six countries, interviews with 67 ITDP staff members, meetings with crucial partners, a review of 200+ documents, the exchanging of more than 1,300 email messages, and 78,655 miles of travel. All of ITDP's major countries of operation were visited, and the majority of staff in each office were interviewed.

ITDP tripled in size in three years. It was causing a lot of stress. Even though our organization isn't that big, its extremely complicated, with field offices in seven countries. People's job descriptions were no longer clear, our administrative systems were not built for an organization of that size, our staff were primarily advocates and technical experts, not managers, and staff morale was falling. I am not sure we could have found a firm better able to first understand the complicated dynamics of our mission-driven organization, then help us sort out our administrative and management structures in a way that was sympathetic to the people and the mission, and finally to make the tough decisions about the new management structures. These changes significantly improved the efficiency of ITDP's management and reduced our overheads saving us over \$250,000 a year. We were very happy with Common Ground's work.

Walter Hook, CEO, ITDP

Throughout the process, ITDP was remarkably transparent and showed a willingness to act expeditiously—indeed, of the 72 action steps recommended in our report, ITDP completed 22 of the most important steps before the report was final.

Since then, the scope of our original engagement has expanded multiple times. We were retained by ITDP as their primary management consultants and helped plan and facilitate all of their key meetings around the world over a period of several years. We served as a de facto member of their Senior Management Team, helping through a retainer relationship to manage several senior staff transitions (including the transition of the founding CEO), provide field office oversight, advise on human resource issues, expand communications, and support ongoing operations. Most recently, we were retained to evaluate and coach their new CEO and have been providing counsel to their fundraising team regarding a potential new donor.

INNOVATE, DISRUPT, & SHAKE THINGS UP

It's not enough just to do good work. We want to do inspiring work—work that sparks authentic engagement, gets people to take risks, and leads to real and sustainable change. Our team is constantly designing new tools, piloting new methods, and working hard to bring a variety of culturally-competent strategies to each of our engagements. We've pioneered innovative ways that get people out of their comfort zones and into high-trust environments. We help people destroy old ways of thinking and doing in order to bring about powerful, sustainable change.



CULINARY DIPLOMACY

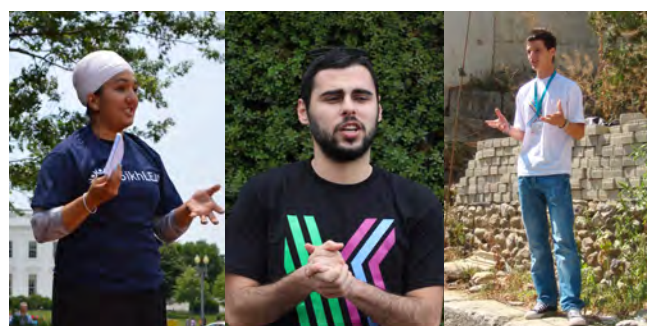
We learned a long time ago that one of the best ways to understand and experience the cultures of the world is through their food. We've also learned that building trust requires respect and that an easy way to show respect is to taste absolutely everything and fall in love with the traditional foods that people in the places where we work have been preparing and eating for generations.

More and more these days, we're also using food as a tool in our engagements. Sometimes it's as simple as talking through personnel issues over dishes that require sharing. Occasionally, we've designed mystery box cooking challenges (like on Food Network's TV show *Chopped*) as a team-building activity.

In many parts of the world, particularly in conflict areas, we're most known for our epic **"Breaking Bread—Breaking Barriers DinnerSM."** These events are part assessment, part team-building, part conflict-resolution, and always a delicious feast!

Ahead of a convening, we invite participants to find and bring an old family recipe. We collect those recipes, compile the ingredients, and then we go shopping! The day before the dinner, we let folks know they will be preparing that old recipe to share with everyone else. Panic ensues—especially among the boys and men—and a lot of moms get phone calls!

Partnering with what we always find to be amazing kitchen staff, these dishes become collaborative efforts. In Kosovo, young Albanians, Ashkali, Bosniaks, Egyptians, Roma, Serbs, and Turks from across the country discovered a shared heritage through the dishes they prepared. Distrust and old fears faded as these young people found common ground in the kitchen. It's hard to explain just how powerful these events have been in bringing people together. Then again, if you've ever prepared or shared a meal with family, you get the idea.



STREET SPEAKINGSM

With anxiety and excitement running high, we walked together from our training room to the town's center square where we chose a bench in the most visible location. It was lunchtime and there were a lot of people—students from the university, families on holiday, business people, grandmothers. We gathered everyone around, took a few deep breaths together, introduced the activity to the crowd, and invited our participants to speak.

One by one they stood up, using the power of their voices to demand change, in this case, to bring attention to the AIDS pandemic among youth in Eastern Europe. They made people think. We had little kids and mothers, teenagers, and seniors all stopping, listening, asking questions. One of our students had turned himself into a human billboard, walking around inviting more people to come and hear what was happening. Some of the participants sang songs, others danced, some shared their poignant, personal stories.

The idea behind **"Street SpeakingSM"** is to prepare participants to find their voice and use their power by sharing deeply (and publicly) about the issues in the world that move them to action. The time in the square follows several workshop sessions that help participants uncover and discover their own passions and deeply held values. They're well-prepared, though that does little to quiet the fear of public speaking. Once we get started, however, all of that changes.

When we sit together later to debrief, we always hear participants talk about how powerfully this activity has affected them. People point out all kinds of new learning, new emotions, and the sense of power they felt. Participants talk about what it was like to step fully outside of their comfort zones . . . and not only survive, but feel that comfort zone expanding in the moment.

"I've never felt more powerful." — LEAD MK Participant, 2017

LEADING EDGE INNOVATION

We believe societies are organized around groups of people who share a particular affinity: geography, religion, values, age, race, or gender. It might also be a common language, experience, or history.

These groups organize paradigms of thought about how the world works—not a high-level consciousness—but simple, informal connections and networks. These circles then become the defining ways in which members of communities relate to each other.

When a new idea takes root in a particular circle (think democracy or unionization), the success or failure of that idea depends on whether the idea can cross through multiple social circles; and this depends on whether or not there are connectors who can make that possible.

At CGC, we are those connectors. We bring circles together, introducing new ideas that can take root and help communities grow stronger—first at the edges, and then across the system.



CONSULTING ACADEMYSM

Common Ground frequently provides assessment, capacity building, and institutional strengthening support to development projects around the world. In these projects, we bring a unique skill set and cutting-edge tools that make our involvement essential. Often, however, as the work evolves, we find that there are terrific local consultants who—with *additional support and training*—could provide many of these services.

In these cases, we've designed an approach to building authentic local consulting capacity to meet those needs, and better align with our own development philosophy and values. Specifically, we want to create new avenues for future organizational strengthening that aren't dependent on Common Ground, the project, or its donor.

Once we've identified and trained local consultants, projects and their PSO/CSO/Government partners can expect:

- 1) Assurance they will receive high-quality capacity-building support from qualified consultants who meet at least minimum standards; and
- 2) The ability to integrate international best practices into their work.

Expected benefits for the local consultants include:

- 1) A form of continuous professional development (CPD) which aligns their existing strengths with international best practices; and
- 2) The opportunity to compete for a higher volume of consulting work.

Our curriculum is highly-adaptable and is easily tailored to the capacity building priorities of a project. The model includes local consultant selection criteria, application protocols, 3 and 5-day training curriculum, and a series of relevant half and full-day follow-on skills-building workshops: strategic planning, governance, comms and social media, etc.

We are currently working with two foundations to design a version of this model for use with their staff who are increasingly being asked to support (and provide) institutional strengthening assistance to their grantees.



SPIDERGAP 360 EVALUATION

CGC has designed hundreds of process improvements for organizations around the world, working with thousands of civil society professionals.



Our appreciative inquiry approach uncovers what people and organizations are doing well. The same is true with our approach to performance appraisals.

Our goal is to help each employee understand their strengths, leveraging those assets in overcoming any deficits in skill or experience. We ensure that every performance appraisal we conduct will provide employees with a clear understanding of what it will take to improve their performance and meet defined goals. Our unique partnership with Spidergap means we can use client-centered, state-of-the-art assessment and 360-degree evaluation tools that are fully-customizable and uniquely designed for each client engagement.

RAPID CAPACITY ASSESSMENT

CGC has conducted our [Rapid S.T.A.R.T. \(Strategy, Action & Results\)](#) assessment methodology with dozens of organizations in countries around the world. We've designed the process to quickly help projects and their partner organizations identify and prioritize the areas where strategic capacity building help will make a difference. We begin by administering a customized assessment tool (an Organizational Capacity Assessment (OCA) or an Organizational Mapping Tool (OMT), for example). With that data, we bring leadership together and then delve into difficult issues quickly and with a focus on identifying practical solutions and actionable first steps. Our intention is not to address every issue an organization may be struggling with, but to pinpoint those problems that, when solved, will have the greatest positive impact in the shortest amount of time. This builds trust and allows us to tackle more challenging issues as the work moves forward.

CHANGING THE LEADERSHIP PARADIGM

Common Ground's LEAD ModelSM is borne out of a servant leader paradigm and is designed for leaders who are willing to work harder than they've ever worked in service of a goal that transcends personal interests. Entrepreneurial in spirit and team-based in approach, LEAD is an approach to leadership development anchored by the experiences, knowledge, and skills of diverse groups of very talented people—and structured to create a cadre of leaders committed to public service and public problem-solving. Grounded within the interplay of two ideas—human potential and social responsibility—the program is highly adaptable with flexible training methodologies and distinct components to accommodate a wide variety of learning styles, ages, genders, cultures, and personality types.



LEAD MACEDONIASM

LEAD MK is a leadership initiative designed by Common Ground to provide Macedonia's most talented, engaged, and entrepreneurial young people with the skills and resources they need to advocate effectively on the issues that matter to them most.



Participants are convened for a 7-day LEAD Academy designed to stimulate and cultivate each participant's unique leadership experience through a "Community of Practice"—a group of peers who work together across disciplines to define and help solve Macedonia's most serious, difficult, and pressing social issues.

The program will recruit its third class in 2018.



LEAD UGANDASM

LEAD UG was designed and is being implemented by Common Ground and USAID's Feed the Future Uganda to spark explosive growth in the agricultural sector and solve deeply entrenched sector-wide problems.



LEAD UG supports a cadre of the country's most-trusted, powerful and well-known leaders who are committed to helping Uganda achieve its agricultural potential.

The program leverages the wisdom, experience and talent of very high-achieving participants to break down barriers, destroy apathy and inaction, and solve real agricultural problems.

The program was launched by Ugandan President Museveni in 2016 and will recruit its second cohort in 2018.



SALDEF SikhLEADSM

Working on behalf of the Sikh American Legal Defense & Education Fund, CGC designed and implemented SikhLEAD—a contemporary cultural leadership program based on our highly adaptable LEAD Model.



Now in its 6th year, the program brings together Sikh American college students for leadership training, personal development, and networking. This program (and a related summer internship program) help students unlock their unique leadership style through a mix of public storytelling, personal vision statement development, and other activities designed to facilitate high-impact change.

Words truly cannot describe how life changing this weekend has been for me. I found answers to questions that I had found myself asking years before this experience. So extremely thankful for finding Sangat and understanding its true meaning and power.

2016 SikhLEAD Participant

BUILDING AUTHENTIC COMMUNITIES

At Common Ground, we embrace a set of values that guide our consulting method, approach, and strategies. We are a progressive firm that celebrates difference and is committed to social justice and social inclusion. We prioritize engagements with clients who are striving to work in community to improve the public good.

Each of the events we facilitate or convene is carefully designed with clear expectations, achievable deliverables, and an approach that is flexible, interactive, inclusive, and engaging.

Peace Corps

Common Ground was asked to facilitate a pivotal two-day retreat for Peace Corps' Office of Overseas Programming and Training Support (OPATS) in the wake of a re-organization and significant cuts to staffing and budget. We crafted a retreat agenda that was appropriately calibrated to process what the team had been through, build trust, and help them make thoughtful decisions about how best to move forward.

U.S. Digital Service (USDS)

It had been 18 months since the 170-member staff of USDS had been together and with a new White House Administration coming in during that time, they really needed to meet and talk about changing priorities, recommit to their core values, and address a variety of structural and staffing issues. CGC talked one-on-one with staff about their expectations and we worked closely with the senior leadership team to design a flexible retreat plan that could address the many issues facing this very unique government agency.

Our original request was for a facilitator at our 3 day offsite, but Craig and his team did much more than just show up for the event. They invested significant time learning and digesting the history and culture of our organization; helped our entire leadership team think through critical issues; spent hours and hours checking the temperature and getting feedback from the staff; they thoughtfully challenged us with insightful questions, and ultimately helped to narrow and clarify the issues. When the day of the offsite arrived, the CGC team were prepared with a robust agenda, but more importantly were willing and able to quickly adjust the schedule given the events of the first day. Overall, Craig and his team were an invaluable asset to both the leadership team and the staff.

Elaine Ho, Chief of Staff, U.S. Digital Service

The Justice for All (JFA) Coalition

Working on behalf of the East-West Management Institute (EWMI) through the USAID-funded Justice for All project, Common Ground was brought in to facilitate a working retreat for the JFA Coalition, made up of justice reform/access-focused CSOs.

The preliminary retreat plan included reviewing 2017 activities, accomplishments, and challenges; updating the Coalition's strategic plan and core governance documents; and drafting its annual action plan. Importantly, however, shortly before the retreat, USAID decided a change in priorities meant it was no longer going to support the Coalition. For us, this meant we had to work quickly to also ensure that the Coalition was completely prepared to come out of the retreat ready to work on their own and make the necessary decisions to establish themselves as a separate entity.

U.S. Embassy in Serbia and Montenegro / Youth of JAZAS

One of Common Ground's first major overseas engagements came at the request of the U.S. Department of State through their International Speakers' Program. We were asked to provide a series of highly-experiential workshops for a training of youth peer educators from across Europe. The International Summer School to Stop AIDS (ISSSA) was sponsored annually by the Belgrade NGO Youth of Jazas.

As a result of the success of that first engagement, the State Department sponsored CGC for two more visits and Youth of JAZAS engaged us separately to completely re-design the summer school and train their trainers.

National Civilian Conservation Corps (NCCC)

Common Ground has a special relationship with AmeriCorps, having been a part of President Clinton's effort to launch the national service program in the early 90's. In the 25 years since, we've supported dozens of AmeriCorps programs across the U.S. and worked especially closely with NCCC.

We've facilitated staff retreats on every NCCC campus and delivered a series of youth development and youth mentoring workshops to all NCCC staff. We've created action plans to ensure campus environments are supportive of the myriad issues facing youth from disadvantaged backgrounds and we were the primary providers of DEO (diversity, equity, and inclusion) training for all corps members and all Summer of Service participants on every campus for several years.





HELPING GROUPS LEVERAGE STRENGTHS & WORK SMARTER

We learned long ago that our most effective and impactful consulting engagements occur with clients who value trust, flexibility, and innovation. We make every effort to add unexpected value and really appreciate the autonomy necessary to surpass expectations.

Simply checking off deliverables is never going to be enough for us. We choose projects when we're passionate about the change your work is making possible and we can contribute in meaningful ways.



NATIONAL EMPLOYMENT LAW PROJECT (NELP)

For almost 50 years, NELP has sought to ensure that America upholds for all her workers the promise of opportunity and economic security through work. Our year-long engagement helped NELP restructure its management and operations to



better align with the organization's new strategic plan and its intention to mitigate the effects of structural racism.

Using our Strategy, Action, & Results (S.T.A.R.T.)SM process, we performed a comprehensive review of hundreds of historical documents and conducted one-on-one interviews with all of NELP's staff focusing on leadership, management dynamics, individual job satisfaction, and career development.

This allowed us to evaluate current management structures and make recommendations for improving upon the accountability and efficiency of the institution. As a result of this work, NELP accepted our recommendations for a complete overhaul of their structure, including moving several senior managers into new roles, whereby creating more opportunities for staff mobility—particularly among younger staff of color.

With respect to operations, workflow, culture, and team dynamics, we continue to work closely with NELP's new management team to troubleshoot issues and implement a wide range of innovative systems. As we continue to monitor the success of the new structure, we're now focusing on NELP's internal communications, knowledge management, and evaluation practices, and providing guidance for improving these as distinct mechanisms of organizational effectiveness.



AGA KHAN FOUNDATION (AKF) & THE AGENCY COORDINATING BODY FOR AFGHAN RELIEF (ACB)

Common Ground was contracted by AKF/ACB to develop a complete NGO certification scheme for Afghan civil society. During phase one, our team met with a wide cross-section of actors in Afghanistan's civil society, including local and international NGOs, coordinating body leadership, and representatives of the central government. We gathered data to create a baseline against which we could propose strategies for strengthening the sector through some form of self-regulation, laying the groundwork for a roadmap on how best to assess and benchmark NGOs against a set of community-approved, best practice standards.



In phase two, we explored several mechanisms for institutionalizing self-regulation and the implementation of quality standards for Afghan NGOs. We analyzed international best practices and reviewed models that would have resonance within the cultural context in Afghanistan and convened a study tour to visit the Pakistan Centre for Philanthropy and the Pakistan Civil Society Resource Centre (CSRC). While in Islamabad and Karachi, we reviewed NGO assessment and certification models; as well as models for providing support to local NGOs.

In phase three, we built support around the effort to implement a set of best practice guidelines for Afghan NGOs, meeting with more local stakeholders and donors. Finally, we designed the architecture for a new NGO Forum whose primary responsibility would be to certify local NGOs and help them operate in efficient, transparent, and effective ways.

TRAINING AS CATALYST

USING NON-FORMAL EDUCATION TO JUMPSTART ENGAGEMENT & ACTION

Each year, our team designs and delivers dozens of discrete training events using our Strategic Design SystemSM. We believe that training is a catalyst that can lead to engagement and action.

We do not see training as an end in and of itself, but rather as a means to achieving results and impact. With this in mind, we'll work closely with your planning team to make sure we deliver on the results you're expecting.



Common Ground sessions are the best I've ever attended at any conference.

U.S. Dept. of Education Grantee

Over almost three decades, Common Ground has engaged in the design and delivery of high-quality, interactive, non-formal education and training. Our work has focused on assisting groups develop and implement mission critical goals, prepare staff and board members to better perform their roles, and assist in identifying and solving complex problems they may be facing.

All of our in-house training curriculum is practical and culturally-competent. It is also constantly being evolved by our training professionals to reflect best and promising practices.

Leading-Edge, Highly-Interactive, Fully-Customizable Training Modules

- Adult-Youth Partnerships
- Advocacy Campaign Design
- Anti-Oppression
- Board Development
- Community Youth Development
- Comprehensive Sexuality Education
- Conflict Resolution
- Consulting for Consultants
- Culinary Diplomacy
- Cultural Competency
- Data Demand & Use
- Diversity, Equity, & Inclusion
- Facilitation Skills
- Fundraising 101, 201, 301
- Goal-Setting
- Grant Writing
- Individual Giving
- Management & Supervision
- Mentoring A-Z
- Monitoring & Evaluation
- New (Social) Media Strategy
- Personal Mission Statements
- Public Speaking
- Strategic Planning Essentials
- Supervision Skills
- Systems Integration
- Team Dynamics
- Training for Trainers
- Trust Building
- Understanding Social Inclusion
- Work Planning
- Youth Development
- Youth Engagement / Leadership

CGC's team is especially skilled at getting groups to find common ground, build consensus and enhance their teamwork—natural extensions of their ability to relate well with others and bring a positive approach to difficult work. CGC excels because of their ability to connect knowledge and passion to the concerns, values, and needs of their clients.

Michael Garringer, Director of Knowledge Management, MENTOR



RE-IMAGINING AGRICULTURE IN UGANDA

Common Ground has spent 250+ days working in Uganda on behalf of USAID's Feed the Future Enabling Environment for Agriculture Activity (EEA)—a program designed to strengthen agricultural development, trade, and adaptation to climate change. Over the course of 16 trips, our work has evolved and deepened in ways we never imagined. Asked initially to provide advocacy training and limited partner assessments, over time we've been provided with a tremendous amount of autonomy to engage with the EEA team on the development of new initiatives, creative problem-solving, and pushing local partners—including the government of Uganda—to take a critical look at the decisions they're making and embrace a forward-thinking, change-oriented agenda.

Advancing Agricultural Advocacy — A specific objective of our early work was to enhance the capacity of Private Sector and Civil Society Organizations (PSOs and CSOs) to contribute to agricultural policy decisions through targeted advocacy-focused training. We adapted our CGC Advocacy Planning Toolkit™ for the workshop, providing a systematic way for participants to 1) Identify a problem; 2) Research issues surrounding a problem and identify the stakeholders who care; 3) Plan a set of activities; 4) Act on the plan; and 5) Evaluate the results of their efforts. The toolkit helps participants identify specific targets for their advocacy, create SMARTER objectives with clear monitoring and evaluation (M&E) indicators, and carefully select their advocacy and lobbying activities.

Assessing Needs — We quickly realized that the capacity of our partners to engage in advocacy activities was extremely limited, so our work evolved to include partner assessment using our Rapid Capacity Process.

Investing in Local Capacity Expertise — Following 18 months of CGC then providing targeted institutional strengthening assistance supporting dozens of local organizations, we proposed and implemented our Consulting Academy ModelSM to enhance the ability of local experts to offer many of the services we were providing. We created a 22-member consultant pool that is now delivering 80% of EEA's capacity building.

Modernizing Government — As our work with PSOs and CSOs started paying dividends—and those groups began to exercise their advocacy muscles—Uganda's Ministry of Agriculture reached out asking for EEA's help. They wanted to better understand advocacy, stakeholder engagement, data demand and use, as well as monitoring and evaluation (M&E). CGC has since then played a lead role in delivering targeted training and technical assistance to every level of the Ministry.

Nurturing Servant Leaders — We proposed LEAD UGSM based on CGC's leadership model in an effort to spark explosive growth in the agricultural sector by solving Uganda's most deeply entrenched sector problems. We chose leaders who have demonstrated their ability to be successful despite an environment that does not make that easy. We've seen real progress as LEAD members begin to exercise their power.

Imagining a New Future — Working at the direction of LEAD UG, CGC is producing a high-impact video they will use to change the conversation about Ugandan agriculture. Uganda's President Museveni is a primary audience for the video, which we expect will receive significant attention from Ugandan media, donors, and key agricultural opinion leaders.

The Young Farmers Coalition of Uganda (YOFACO) hails Common Ground for the great work you have done to enable us to become a strong young farmers' organization in Uganda; you played a lead role in our formation and building our capacity. Your training on leadership, governance, policy, advocacy, communications, and financial management enabled us to come up with a productive strategic plan that enabled us to deliver on the organization's goals. All we can say about you is that 'We are because you are.' Keep creating change wherever you go as you have done for us here, the world needs people who want to see every life turn into a successful one through sharing with them the knowledge and experience you have.

Tumwebaze Khamutima, Former Executive Director, Young Farmers Coalition of Uganda (YOFACO)



SECURING GENDER EQUALITY IN AFGHANISTAN

In 2009, the U.S. Ambassador in Afghanistan announced a grants program for civil society organizations that were working to secure gender equality for Afghan women and girls. Funded by USAID and administered by Creative Associates, Common Ground played the role of institutional development specialist, responsible for a variety of key deliverables.

Developing Infrastructure — CGC's involvement in the project began when we were asked to provide our best thinking about how to create a structured capacity building initiative for the program's future grantees. Our work continued when our first visit to Kabul included the drafting of the project's logic model and results framework.

Preparing Staff to Work as Change Agents — With the goal of the program to improve the status and quality of life of Afghan women and girls, it was also our job during that first on-site visit to prepare the local and expat staff for their challenging roles. Through training and coaching, we laid the groundwork for powerful leaders to emerge.

Building Trust — In the midst of war, high-trust relationships are difficult to find. Nevertheless, if a program like this one is to be successful, trust must be cultivated. All around the world, Common Ground has sparked conversations about the "Economics of Trust™." In Afghanistan, this was an integral part of our work with program staff, the organizations seeking funding, and the consultants and technical assistance providers we've trained.

Creating New Frameworks for Assessing & Building Capacity — Working closely with the leadership of the Ambassador's Small Grants Program for Gender Equality (ASGP), we developed a new Institutional and Gender Audit Tool (I&GA)™ which measures traditional organizational capacity, but through a carefully-designed "gender frame." Emphasizing gender mainstreaming, this facilitated self-assessment creates a baseline and benchmarks for potential grantees in seven competency areas: Strategic Planning, Internal Governance, Project Management, Human Resource Development, External Relations & Advocacy, Financial Management, and Fundraising & Development.

Supporting Indigenous Leadership — One of our key responsibilities with the ASGP was working with a cadre of 30+ local experts, preparing them to be the project's primary technical assistance providers. These experts participated in an adapted version of our Consulting Academy ModelSM. We've lead this highly-interactive, multi-day workshop in several countries, helping civil society activists learn practical ways of thinking, talking and acting in their roles as "consultants."

Building An "Activist" Base — A critical aspect of the ASGP is to strengthen the capacity of CSOs and the Ministry of Women's Affairs to advocate effectively, reliably, and consistently on behalf of women constituents to influence policy and decision-making. One way of doing this is by creating opportunities for both women and men to work together to advocate effectively for change.

Making Strategic Investments — One of the key aspects of the ASGP is the awarding of millions of dollars in various types of grants to women-focused CSOs. Our involvement in this aspect of the work comes through our training of the project's Capacity Development Technical Assistants (CDTAs). These contracted consultants work closely with potential grantees, establishing baselines when it comes to their capacity; assisting in the creation of institutional strengthening plans; and ultimately helping the applicants shape their actual grant proposals.

Connecting the Dots — With this project, Common Ground has been afforded the opportunity to leverage a variety of our strengths in service of an important set of outcomes. It tapped our experience in dealing with oppression (in this case gender inequality). It required our expertise when it comes to measuring and improving institutional capacity and sustainability. It gave us the chance to train in a new part of the world—with new cultural norms, language challenges, and in the midst of an ongoing conflict. And, it offered us the chance to practice what we preach—namely "living life on the edge of our comfort zone."



ENDING RURAL POVERTY IN BOLIVIA

FDTA-Valles (Foundation for the Development of Agricultural Technology of the Valleys) is a private, non-profit based in Cochabamba, Bolivia and working to end poverty among indigenous farmers and their families. In 2000, the Foundation grew significantly with support from USAID through Chemonics' Market Access and Poverty Alleviation (MAPA) 1 Project, which endowed the Foundation's Trust Fund with more than \$8.4 million to support projects that benefit growers in the Valles region.

A Powerful History of Success — With that support, FDTA-Valles managed a successful portfolio of 100+ projects serving more than 100 organizations, 44 tech providers, and impacting almost 75,000 families. Local farmers have seen a 90% average income increase by crop, and average rural household income has increased by 54%.

Preparing for a Sustainable Future — Despite impressive yields from the monies invested in the Trust Fund, it was expected that all of the original principal would be used to fund grants. With those funds running out in late 2010, Common Ground was first contracted in 2009 to provide assistance in implementing a successful fund raising strategy to guarantee long-term sustainability of the Foundation and its programs.

Building Fundraising Capacity — We traveled to Cochabamba to help put in place a mechanism for engaging outside help with FDTA-Valles' fund development and sustainability efforts. Within the first few days of our interviews, however, the scope of the project changed. We found highly competent, passionate, and motivated fund development capacity already existing on the team; and we recommended strengthening internal fund development capacity—rather than outsourcing—as a more efficient use of limited resources.

Change Is Difficult — In the ensuing months, the Foundation came to believe—as we did—that key staff had already proven their fundraising abilities and that building internal capacity should be the goal. Unfortunately, competing priorities prevented the Foundation from taking concrete steps to implement the changes.

Defining Strategy — In order to jumpstart that change process, Chemonics once again engaged with Common Ground to establish a clear strategy for moving forward, emphasizing coaching and strategic planning. When we got back to FDTA-Valles' offices a year later, we met immediately with the key staff, agreed to specific deliverables, and began the coaching process to get there.

Leveraging Trust — To push forward a new fundraising strategy for the Foundation, an integral part of our work with their leadership required building more trust—particularly as our recommendations involved staffing changes throughout the organization.

Working Step By Step — In our work, we find that the hardest part of a change process usually isn't diagnosing the problem. The hardest part is helping an organization's leadership build and walk the bridge between the old and the new. Effective technical assistance interventions must focus on both identifying a problem and offering paths to real solutions—a process that requires the cooperation and commitment of leadership and stakeholders at every step.

Telling Their Story — One of the aspects of our work threaded throughout our engagements with FDTA-Valles was helping the organization tell its story more effectively to potential donors and investors. Working with an outstanding videographer, we offered a framework, content suggestions and feedback as they developed a short and powerful video for use in their fundraising efforts.

A Bright Future Ahead — With this long-term engagement, Common Ground was able to work with an amazing group of leaders committed to continuing their life-changing work on behalf of Bolivian farmers and their families. They're exercising their risk-taking muscles in smart and strategic ways; stepping outside of their comfort zones as the external environment changes around them; and playing in every way to their strengths as an organization. FDTA-Valles is proving that while change can be difficult, the results can be profound.



BUILDING A GENERATION OF IMPACT IN KOSOVO

KSYLA was a unique residential program for high-school youth. The program prepared young Kosovars to be effective leaders and agents of change, dedicated to improving the lives of their peers in Europe's youngest country.

Common Ground was the architect of the program, pitching it to U.S. Embassy staff in Kosovo who agreed to fund the program. The 23 youth selected for the Academy were chosen from 90+ applicants. KSYLA succeeded in building the self-confidence and leadership skills of these future decision-makers—instilling hope for their country's continued political and economic security, and nurturing their active and powerful voices to shape Kosovo's future.

Diverse Backgrounds — With the hope of helping students rise above the ethnic tension that has plagued Kosovo for decades, the Academy brought together a regionally and ethnically diverse mix of Kosovo's youth.

Becoming Change Agents — The students participated in a number of workshops and open dialogue sessions throughout the week, all aimed at preparing them to be effective leaders and agents of change in their home country.

Embodying Leadership — During one session, students worked in small groups to define "leadership," in the Kosovo-context then reconvened to share their results and practice giving presentations.

Collective Problem Solving — Games like "The Human Knot" encouraged students to work together to solve a collective problem, and to have fun while doing it. They also laid the foundation for important discussions focused on advocacy and community problem-solving.

New Skills, Tangible Results — The teens designed three micro-grant enterprises that gave them practical experience in project design, business planning, and budget development. They instituted their projects in the months following the academy.

Tackling Youth Issues — In preparation for a "Street Speaking" activity and to hone their communication and advocacy skills, students each chose an issue that affects youth in Kosovo and wrote about how they would like to see it change.

The Voice of Kosovo — One by one, students stood up in Prizren's central square and spoke passionately about their chosen issues. Though initially scary for some participants, almost everyone cited the event as the week's most rewarding.

Why Do You Do What You Do? — Students provided inspiring answers: "Because I want a better future..." "Because I believe dreams are there to become true!" and "Because I want to see the world through your eyes."

I am now doing my best to make my biggest dream come true! The Academy and all the things you taught us changed my life and made me even stronger and made me follow my dreams. I can't find the words to thank you for changing my life and making me 'the strong person who is giving her best to reach her dreams.' I am applying for my undergraduate studies in international relations and political science now because of your words and what CGC taught me.

Senem Safci, KSYLA Participant





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Foundations & Consulting Firms

- Aga Khan Development Network (AKDN) (Afghanistan and Pakistan)
- Aga Khan Foundation (Afghanistan and Pakistan)
- Association of Mentoring Professionals (AMP)
- Center for Applied Research Solutions (CARS)
- The Case Foundation
- Chemonics Enabling Environment for Agriculture (EEA) (Feed the Future) Activity (Uganda)
- Chemonics Market Access and Poverty Alleviation 2 (Bolivia)
- Chemonics Millennium Challenge Corporation Albania Threshold Program II (Albania)
- Control Risks
- Creative Associates (Afghanistan and the Central American Regional Security Initiative (CARSI))
- East-West Management Institute (EWMI) Socio-Economic Development Activity (Azerbaijan)
- East-West Management Institute (EWMI) Justice for All Project (Albania)
- East-West Management Institute (EWMI) Socio-Economic Development Activity (Azerbaijan)
- Echoing Green Foundation
- Education Funders Strategy Group
- Education Northwest (Formerly Northwest Regional Educational Laboratory (NWREL))
- EMT Associates
- Ford Foundation BUILD Initiative
- The Foundation For The Carolinas (NC)
- Foundation Open Society Institute (FOSIM) (Macedonia)
- Fundación Valles (Bolivia)
- HMA Associates
- Institute for Sustainable Communities (Gulf Coast, Kosovo, Macedonia, Serbia, Vermont)
- The Kettering Foundation
- The Knight Foundation
- LEARNS
- Mentoring Resource Center (MRC)
- Millennium Challenge Corporation (Albania and Moldova)
- National Mentoring Center (NMC)
- Global Fund to Fight AIDS, Tuberculosis, and Malaria, São Paulo, Brazil, Paris, France, Belgrade, Serbia, Geneva, Switzerland, Buenos Aires, Argentina, Addis Ababa, Ethiopia, Minsk, Belarus, Sofia, Bulgaria, Kathmandu, Nepal, Cape Town, South Africa and Mexico City, Mexico
- Tetra Tech Agricultural Inputs (Feed the Future) Activity (Uganda)
- The Reggie White Foundation
- The William James Foundation
- William Jefferson Clinton Foundation
- World Learning (Macedonia)

International PSOs, CSOs, & NGOs

- Advocacy Training and Resource Center (ATRC), Prishtina, Kosovo

- Afghanistan Women's Educational Center (AWEC), Kabul, Afghanistan
- Agency Coordinating Body for Afghan Relief (ACBAR), Kabul, Afghanistan
- Albanian Agribusiness Council (KASH), Tirana, Albania
- American Chamber of Commerce in Albania (AmCham), Tirana, Albania
- Association for Democratic Initiatives (ADI), Gostivar, Macedonia
- Association for Emancipation, Solidarity, and Equality of Women (ESE), Skopje, Macedonia
- Building Tomorrow, Uganda
- Centre for Balkan Cooperation (Loja), Tetovo, Macedonia
- Center for Civil Communications (CCC), Skopje, Macedonia
- Center for Civic Initiative (CCI), Prilep, Macedonia
- Center for Civil Military Relations, Serbia
- Center for Civil Society Development (CCSD), Northern Mitrovica, Kosovo
- Center for the Development of the Non-Profit Sector, Belgrade, Serbia
- Center for Institutional Development (CIRa), Skopje, Macedonia
- Center for Regionalism, Novi Sad, Serbia
- Center for Research and Policy Making (CRPM), Skopje, Macedonia
- Center for Social Development (CSD), Northern Mitrovica, Kosovo
- Chamber of Commerce and Industry of Tirana (CCIT), Tirana, Albania
- Child Helpline International, Amsterdam, The Netherlands
- CHOICE, Zandvoort & Utrecht, The Netherlands
- Citizens' Association Felicitas, Serbia
- Civic Initiatives, Belgrade, Serbia
- Coalition All for Fair Trials, Skopje, Macedonia
- Coalition of Youth Organizations (SEGA), Prilep, Macedonia
- Community Development Resource Network (CDRN), Kampala, Uganda
- Concern for Women and Children Empowerment (COFCawe), Kampala, Uganda
- Consumers Organization of Macedonia (COM), Skopje, Macedonia
- Council of Congress of Bosniac Intellectuals (VKBIK), Prishtina, Kosovo
- CropLife, Kampala, Uganda
- Eastern Africa Grain Council (EATC), Kampala, Uganda
- European AIDS Treatment Group (EATG), Brussels and Bruges, Belgium
- FDTA-Valles, Cochabamba, Bolivia
- Federation of Farmers of Republic of Macedonia (FFRM), Skopje, Macedonia
- Fokus Foundation, Veles, Macedonia
- Future Without Fear (FWF), Northern Mitrovica, Kosovo
- Independent Journalists' Association of Serbia (IJAS), Belgrade, Serbia
- Institute for Transportation and Development Policy (ITDP), Jakarta, Indonesia, Guangzhou, China, Ahmedabad, India, Rio, Brazil, Mexico City, Mexico, Bogota, Colombia, New York, NY and Washington, DC.
- International Council on Clean Transportation (ICCT)
- KHAM, Delcevo, Macedonia
- Konfindustria, Tirana, Albania
- Kosovo Advocacy and Development Center (KADC), Prishtina, Kosovo
- Macedonian Center for Civil Education (MCEE or MCGO), Skopje, Macedonia
- MasterPeace, Amsterdam, The Netherlands
- Macedonian Institute for Media (MIM), Skopje, Macedonia
- Mesecina, Gostivar, Macedonia
- MOST, Skopje, Macedonia
- National Youth Center of Macedonia
- NGO Info Center, Skopje, Macedonia
- National Union of Coffee Agribusinesses and Farm Enterprise (NUCAFE), Kampala, Uganda
- People's Parliament, Leskovac, Serbia
- Planetum, Strumica, Macedonia
- Private Sector Foundation of Uganda (PSFU), Kampala, Uganda
- Professional and Business Women's Association of Albania (PBWA), Tirana, Albania
- PROTECTA, Nis, Serbia
- The Grain Council of Uganda (TGCU), Kampala, Uganda
- Uganda Coffee Farmers Alliance (UCFA), Kampala, Uganda
- Uganda Coffee Federation (UCF), Kampala, Uganda
- Uganda Ministry of Agriculture, Animal Industries, and Fisheries (MAAIF), Uganda
- Uganda National Agro Dealers Association (UNADA), Kampala, Uganda
- Uganda National Farmers federation (UNFFE), Kampala, Uganda
- Uganda Seed Trade Association (USTA), Kampala, Uganda
- Uganda Quality Coffee Traders and Processors Association (UQCTPA), Kampala, Uganda
- Union of Chambers of Commerce & Industry of Albania (UCCIA), Tirana, Albania
- Wo=Men (Women Equals Men), The Netherlands
- Women's Committee for the Protection of Human Rights, Caglavica, Kosovo
- YouAct, Brussels, Belgium & Sophia, Bulgaria & Haarlem, The Netherlands
- Young Farmers' Coalition of Uganda (YOFACO), Kampala, Uganda
- Young Farmers' Network, Macedonia
- Youth Coalition SEGA, Macedonia
- Youth Cultural Center (YCC), Bitola, Macedonia
- Youth of JAZAS, Belgrade, Uzice, & Vranje, Serbia
- Yugoslav Youth Information Center, Belgrade, Serbia

National U.S. NGOs

- Advocacy Project
- ACUHO
- American College Health Association
- Biomass Energy Resource Center (BERC)
- Campus Outreach Opportunity League

- Citizens for Global Solutions
- City Year
- CLEC Canvassing
- Close-Up Foundation
- Communitarian Network
- Communities in Schools
- Congressional Hunger Center
- Congressional Youth Leadership Council
- Crescent Rising
- Do Something
- Education Funders Support Group (EFSG)
- FAA Managers Association (FAAMA)
- Federal Employees Education and Assistance Fund (FEEA)
- Greater DC Cares: Youth Impact
- GreenCorps
- Idealist
- Institute for Policy Studies
- Institute for Public Media Arts
- MENTOR
- Mid-Atlantic Network for Youth & Family Services (MANY)
- Mobilizing America's Youth
- NACURH
- National Association for Public Interest Law (NAPIL)
- National Employment Law Project (NELP)
- National Mentoring Center
- National Public Education Support Fund
- National Student Partnerships
- National Wildlife Federation
- National Youth Advocacy Coalition
- National Youth Leadership Council
- Nehemiah Corporation of America
- NGLTF
- Nuclear Energy Institute
- Points Of Light Foundation
- Public Allies
- Rx Response (now Healthcare Ready)
- Scenarios USA
- Sikh American Legal Defense and Education Fund (SALDEF)
- Sierra Student Coalition
- Student Pugwash USA
- Urban Development Institute
- YouthBuild
- Youth Service America
- Youth Vote 2000

U.S. Government Entities

- AmeriCorps
- Center for Substance Abuse Prevention
- Centers for Disease Control & Prevention
- Commission on National and Community Service
- Corporation for National and Community Service
- Federal Bureau of Investigation
- MD Governor's Commission on Service
- National Civilian Community Corps (NCCC) (CA, CO, IA, LA, MD, MS)
- Office of Juvenile Justice & Delinquency Prevention
- Peace Corps
- Pennsylvania Department of Education
- U.S. Agency for International Development (USAID)
- U.S. Agency for International Development (USAID) Office of American Schools and Hospitals Abroad (ASHA)
- U.S. Department of Education

- U.S. Department of Health & Human Services
- U.S. Department of Justice
- U.S. Department of State
- U.S. Digital Service
- U.S. Embassy (Serbia and Kosovo)
- Westchester County Department of Health
- White House Office of National Service

Local U.S. NGOs

- Armenian General Benevolent Union's Generation Next Mentorship Program (CA)
- Afterschool Kids (DC)
- Bedford County Youth Action Council (PA)
- Behavioral Health Services of Somerset and Bedford Counties, Inc. (BHSSBC)
- Best Kids (DC)
- BCCC College JUMP (MD)
- Big Brothers Big Sisters of Atlanta (GA)
- Big Brothers Big Sisters of Greater Lawrence (MA)
- Big Brothers Big Sisters of Houston (TX)
- Big Brothers Big Sisters of North Central Arkansas (AR)
- Big Brothers Big Sisters of Northeastern Arizona (AZ)
- Big Brothers Big Sisters of Northwest Wyoming (WY)
- Big Brothers Big Sisters of Park County (MT)
- Big Brothers Big Sisters of Santa Cruz (CA)
- Big Brothers Big Sisters of Southern Maryland (MD)
- Bridges Across Ages (CT)
- Boys and Girls Clubs of Lawrence (MA)
- Center for Schools and Communities (PA) (TX)
- Charlotte Housing Authority Scholarship Fund (NC)
- Child Development Center, Inc. (PA)
- Citizens for Safe Schools (OR)
- City at Peace (DC)
- Common Enterprise
- Communities in Schools Enable Program (TX)
- Community Connections (VT)
- Educational Mentoring Initiative (PA)
- Elizabethtown Independent Schools PALS Program (KY)
- EnvironMentors (DC)
- Evergreen Mentoring Initiative (OR)
- Fairfax County Schools MentorWorks Program (VA)
- Fellowship of Lights (MD)
- First Philadelphia Charter School for Literacy (PA)
- GapBuster Learning Center (MD)
- Hands on Baltimore (MD)
- Hoosick Falls Youth and Community Center (now HAYC3) (NY)
- Immigrant and Refugee Community Organization (IRCO) (OR)
- Jim Thorpe Area School District (PA)
- Johnston Partnership for a Healthy Community (IA)
- Juvenile Enrichment Through Mentoring (JEM) (OR)
- Leadership Training Institute (NY)
- Leadership U. (MD)
- Link Mentoring Program (MI)

- MD Youth & Student Advocacy Coalition (MD)
- Mentor Me Petaluma (CA)
- Mentor Michigan (MI)
- Mentors for Kids (MI)
- MentorWorks (NY)
- Michigan City Area Schools (IN)
- MLK365 (CA)
- Montana Healthcare Communications & Development Association (MT)
- Parity Dayton, Inc. (OH)
- Pennsylvania Educational Technology Expo and Conference (PETE&C) (PA)
- Public Allies (DC)
- Refugee Youth Project Baltimore City Community College (MD)
- Rock Fun & Fitness Center (TX)
- San Francisco Urban Service Project (CA)
- Seeds 4 Success (MD)
- Shake-a-Leg Miami (FL)
- Shakti Rising (CA)
- Salmon City Schools Safe & Drug-Free Schools Program (ID)
- Soccer Without Borders (MD)
- Social Action & Leadership School (DC)
- Sonoma Valley "Stand By Me" Mentoring Alliance
- Strength Building Partners (AZ)
- The Service Board (WA)
- Thrive (MT)
- United Family Services Systems (County Collaborative Board) (PA)
- Valley Youth House (PA)
- Volunteer Maryland (MD)
- Western Wellness Foundation & Best Friends Mentoring Program (ND)
- Washington Council of Agencies (DC)
- Winslow Arizona Unified School District's SMART Program (AZ)
- YouthBuild Public Charter School (DC)
- YOU Matter Mentoring (WI)

Selected Colleges and Universities

- American University
- Barnard College
- Bloomfield College
- Georgetown University
- Hartwick College
- Illinois Institute of Technology
- Miami University
- New York University
- Northwestern University
- San Diego State University
- Skidmore College
- Union College
- Shenandoah University
- Southwest Missouri State University
- Syracuse University
- Villanova University
- University of Alabama
- University of Buffalo
- University of Georgia
- University of Houston
- University of Illinois
- University of Maryland
- University of Mississippi
- University of North Carolina
- University of Pennsylvania
- University of South Carolina
- Washington University



Afghanistan
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Azerbaijan
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Belgium
Bolivia
Bosnia
Brazil
Bulgaria
China
Colombia
Ethiopia
France
Hungary
India
Indonesia
Kosovo
Lithuania
Macedonia
Mexico
Moldova
Montenegro
Nepal
Netherlands
Pakistan
Russia
Serbia
South Africa
Switzerland
Uganda
United States