



Active Communities, Effective States (ACES) Capability Statement

IBI has been a leading small-business implementing partner for USAID in good governance projects for more than 25 years and was USAID’s 2015 Small Business of the Year. IBI’s success in implementing task orders in strengthening good governance, anticorruption, and transparency and accountability makes it a natural choice to lead a robust consortium of organizations for the ACES IDIQ.

Administrative Information

Business Classification: Woman-owned Small Business

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The IBI ACES Consortium

The IBI ACES Consortium brings decades of experience in implementing activities across the entire democracy, human rights, and governance (DRG) portfolio: good governance, anticorruption, oversight, legal frameworks and legislative functions, decentralization, local governance, and security sector reform. As shown in the table below, our consortium covers all ACES sectors, and includes the following organizations:

Research Triangle Institute (RTI)	Florida International University (FIU)
Search for Common Ground (SFCG)	American Institutes for Research (AIR)
International Foundation for Election Systems (IFES)	AMIDEAST

Summary of IBI's ACES Consortium							
TECHNICAL EXPERIENCE	PRIME	MAJOR SUBCONTRACTORS		OTHER SUBCONTRACTORS			
	IBI	RTI	SFCG	AMIDEAST	FIU	IFES	AIR
Good governance	✓	✓	✓	✓	✓	✓	✓
Addressing corruption	✓	✓	✓	✓	✓	✓	✓
Transparency and accountability	✓	✓	✓	✓	✓	✓	✓
Legislative functions and legal frameworks	✓	✓	✓	✓	✓	✓	✓
Decentralization	✓	✓	✓			✓	✓
Revenues and budgeting	✓	✓	✓			✓	✓
Local services	✓	✓	✓			✓	✓
Rule of law and protecting human rights	✓	✓	✓	✓	✓	✓	✓
Security sector reform	✓		✓	✓	✓	✓	✓

Over the past ten years, IBI has fielded more than 450 international and local staff (more than 150 long-term) to dozens of countries, including Ukraine, Kosovo, Pakistan, Bangladesh, Honduras, El Salvador, Laos, Indonesia, Philippines, Timor Leste, Egypt, Tunisia, Ghana, Guinea, South Africa, Liberia, and others. Our experience ranges from one-week trainings, to deploying single embedded advisors, to fielding a full long-term project staff. Under the \$50 million USAID/Liberia Governance and Economic Management Support (GEMS) activity, for example, IBI mobilized a team of 20 expatriate and TCN long-term experts, more than 80 Liberian employees, and an average of 18 short-term experts per year.

Having held eight global contract vehicles for which we managed a large consortium of partners, IBI has refined policies and procedures to respond rapidly to USAID's needs. For ACES, our management approach includes having a diverse and a robust team, efficient communications between designated personnel, innovative thinking and co-creation at the design stage, adaptive management at the implementation stage, and a consistent emphasis on knowledge sharing and learning.

Illustrative IBI Recent Performance Related to ACES

In Pakistan, IBI is providing support to improve public financial oversight capacity of provincial Government of Pakistan institutions. IBI has developed systems for the government of Sindh province to automate planning activities and performance monitoring and reporting activities. In Sindh and Khyber Pakhtunkhwa (KP) province, IBI is developing and implementing e-procurement software to automate procurement processes. IBI is using local partners to develop these tools, saving money and utilizing local resources. **USAID/Pakistan Capacity Development Services, 2018-2023.**

In Timor-Leste, IBI provided support for the GoTL's uniform application of trade laws, regulations, and procedures. IBI reduced corruption opportunities through re-engineering customs policies and procedures, with an emphasis on automation, clear valuation regulations, and standardized risk management principles. We also provided organizational development of the Customs Authority staff to develop a culture of integrity. **USAID/Timor-Leste Customs Reform Project, 2017-2021.**

In El Salvador, IBI supported USAID in the development of citizen security, justice, and general security policy and programming. IBI also worked with the mission on a review and potential overhaul of nearly two-dozen legislative reforms or initiatives with the potential to improve the GoES's effectiveness in citizen security. **USAID/El Salvador Technical Advisory Services (TAS) (2021).**

In Liberia, IBI supported acquisition and deployment of a government-wide Asset Management Information System (AMIS). The AMIS provides the GOL with the digital tools to effectively administer their asset base, from cradle to grave. **USAID/Digital Liberia and e Governance (DLEG), 2017-2020.**

In El Salvador IBI improved the programmatic effectiveness and administrative systems of 10 of the most important USAID El Salvador current and potential local partners. These CSOs play a critical role in economic governance, overseeing and reporting on the actions of government and private sector actors to advance the causes of equitable growth, justice, and inclusive development. **USAID/El Salvador Strengthening Local Organizations Activity (2018-2020).**

In Bangladesh, IBI helped the customs agency reduce corruption by providing evidence-based systems for investigation and enforcement. IBI also supported the development of an on-line Customs Auction System and established a phone and on-line Waste, Fraud, and Abuse Hotline, where traders report unscrupulous activities. **USAID/Bangladesh Trade Facilitation Activity, 2013-2018.**

IBI strengthened Liberia's National Election Commission's (NEC) administrative and management systems to plan, budget, and procure for future electoral activities in compliance with government of

Liberia (GOL) regulations. **USAID/Liberia Administrative Systems Strengthening project, 2015-2017.**

IBI Consortium Members Illustrative Recent Performance Related to ACES

RTI International is an independent, nonprofit research institute dedicated to improving the human condition. RTI has implemented nearly 50 major USAID governance projects in 35 countries and maintains an active governance portfolio of more than \$200 million. Under the USAID/Uganda Governance, Accountability, Participation, and Performance (GAPP) program, for example, RTI used a systems approach to strengthening good governance and accountability oversight abilities. RTI worked with the Ugandan Parliament, the Ugandan Office of the Auditor General, and public procurement services to strengthen national accountability institutions, processes, and policies and link them with local government to increase accountability.

Search for Common Ground's mission is to transform the way the world deals with conflict, away from adversarial approaches, toward cooperative solutions. Their work related to the ACES SOW includes countering corruption through media and education. For example, their Common Ground Journalism programs in Palestine, Kyrgyzstan, and throughout Africa have trained journalists on how to safely and sensitively report on corruption in fragile states. SFCG's law and justice programs promote order and security, equal application of the law, respect for human rights and rule of law, and access to justice. They do so by providing training to civil society, governments, and military and police units; creating dialogue to promote understanding between stakeholders; and organizing communication campaigns to raise public awareness about law and justice.

The International Foundation for Electoral Systems (IFES) supports citizens' rights to participate in free and fair elections and provides our consortium with expertise in advancing good governance and democratic rights through the following: strengthening electoral systems; providing technical assistance to election officials; empowering the underrepresented to participate in the political process; and applying field-based research to improve the electoral cycle. As an example, in Libya IFES helped the High National Election Commission (HNEC) draft the first ever regulations on campaign finance for the Constitutional Drafting Assembly and House of Representatives ahead of the 2014 elections. IFES trained HNEC staff from 17 field offices to implement regulations, including how to conduct financial audits, create templates for reporting on campaign finance expenditures, and monitor spending. IFES also established a network of CSO "watch dogs" to monitor campaign finance spending.

Florida International University's (FIU) Center for the Administration of Justice (CAJ) engages in research, training, and public education regarding the administration of justice domestically and internationally. Commenting on FIU's access to justice program in Colombia funded by USAID, the Acting Assistant Administrator for the Bureau of Latin American wrote, "USAID would like to commend FIU for its innovative work extending access to justice in Colombia. Specifically, FIU is commended for its success in the Colombianization of the Justice House Program by leveraging over \$7 million from the GOC; creating and strengthening the National Gender and Youth Justice grants to 73 Colombian NGOs; and enabling formal justice system to reach the farthest corners of Colombia through the implementation of 20 virtual court rooms."

The American Institutes for Research (AIR) is a nonpartisan, not-for-profit organization that conducts behavioral and social science research and delivers technical assistance to solve some of the most urgent challenges around the world. AIR provides the IBI consortium with leading-edge research and consulting services for monitoring, impact, and performance evaluation; applied research; policy analysis; survey data collection; and quantitative and qualitative data analysis. For example, AIR conducted the Bosnia

Herzegovina E-Governance and E-Administration Assessment to identify current e-services provided to citizens and businesses, pressing issues in the e-governance space, plans to support the expansion of e-governance services, and existing gaps within e-governance services that can be addressed to improve performance and service delivery. The assessment focused on identifying ways in which e-governance can reduce corruption and rent seeking behavior, increase transparency, and more efficiently and effectively deliver public services, responding to citizen needs.

America-Mideast Educational and Training Services, Inc. (AMIDEAST) is a private, American, nonprofit organization engaged in international education, training, and development assistance, especially in the Middle East and North Africa. AMIDEAST has more than 20 field and project offices in 12 countries in the Middle East and North Africa and more than 700 dedicated professional staff working with international, regional, and local partners on the ground. As an example of AMIDEAST’s work in good governance, its USAID-funded Transparency and Accountability Grants (TAG) program made it possible for a broad spectrum of Lebanese NGOs to engage in short-term, high-impact work promoting transparency, accountability, and good governance. Grants funded by this program strengthened the capacity of Lebanon’s vibrant civil society sector to address issues in environmental protection, citizen’s and women’s rights, government transactions, democratic practice, rule of law, citizen participation, lobbying, and capacity building of NGOs.

Rapid Launch and Adaptive Implementation Capability

As an agile small business, IBI is known for launching projects quickly. IBI has developed procedures, manuals, and templates for rapid project start-up, recruitment and fielding project staff.

IBI has demonstrated its ability to adapt implementation plans quickly to changing circumstances. For example, as the prime contractor for USAID/Liberia’s flagship governance project GEMS, IBI pivoted during the Ebola crisis in 2014-15 (see side box) to support the USAID and GOL response to the crisis.

IBI has remotely launched four, long-term programs—spanning seven countries—since COVID-19 started to spread worldwide. IBI was able to maintain continuity of operations on all of our existing projects throughout the pandemic.

When the 2014 Ebola epidemic struck Liberia, USAID praised IBI for its ability to adapt to emerging needs: *“IBI and its technical Advisers were exceptionally responsive to new and rapidly changing needs, and rapidly redeployed their efforts towards supporting the GoL in its Ebola response.....IBI adeptly managed the staffing challenges posed by the Ebola crisis, ensuring that GEMS continued to work throughout the Ebola epidemic with almost a full complement of staff at a time when several other implementing partners were unable to field personnel.”*

(USAID/Liberia, GEMS CPAR, 7/2015)