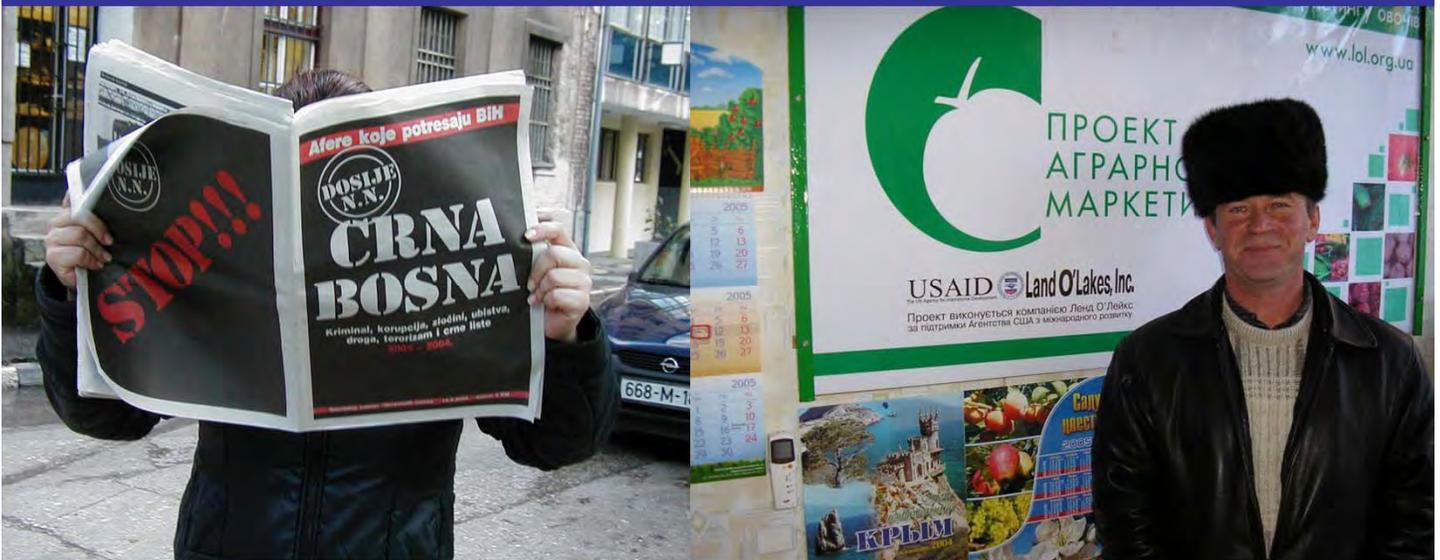




Examples of Available USAID/Washington Resources When Conducting Analysis During Strategic Planning



E&E Program Officers' Conference
November 2010



USAID/W Resources included in this compilation

- Support for FAA 119 Analysis (E&E/EG and EGAT/NRM)
- Support for Country-Level Gender Analysis (E&E/DGST/ST)
- E&E's Monitoring Country Progress (MCP) Tool (E&E/PO/SPA)
- IQCs for evaluation services
- HICD Support (EGAT/ED HICD-PT)
- Support for Private Sector Alliances (ODP/PSA)
- Conflict Management and Mitigation (DCHA/CMM)
- GEM II (Global Evaluation and Monitoring) MOBIS BPA (EGAT/ED)
- On-Line Tool for Labor Markets and Workforce Development in the E&E Region (E&E/DGST/ST)
- Support from the E&E/DGST and GH Extended Health Team
- GH's overview of available models and tools from the Health Policy Initiative
- GH's Four Interactive Family Planning Tools
- GH's MEASURE DHS Phase III
- GH's MEASURE Evaluation Phase III
- DCHA/DG's EDGE Initiative (Evaluating Democracy And Governance Effectiveness)
- DCHA/DG's DG Assessment Framework for Strategy Development
- DCHA/DG's Analytical and Support Services IQC
- Resources available from the Knowledge Services Center

**E&E Program Officers' Conference
November 2010**

The Foreign Assistance Act (FAA) of 1961, as amended, is USAID's underlying enabling legislation. Sections 117, 118, and 119 are of most importance to USAID Missions during their strategic planning process as these sections require Missions to consider the environment, tropical forestry, and biodiversity in their programming.

Some Mission's are opting to undertake Environmental Threats and Opportunity Assessments (ETOAs), which essentially covers FAA 117 and 119, as part of their planning processing to have a clear view of the environmental challenges and potential interventions in the countries which we work.

Links to the Foreign Assistance Act and Key Environmental Sections for the E&E:

- **Foreign Assistance Act of 1961, As Amended**
(<http://www.usaid.gov/policy/ads/faa.pdf>)
- **Foreign Assistance Act, Part I, Chapter 1, Section 117 - Environment and Natural Resources**
(http://www.usaid.gov/our_work/environment/compliance/faa_section_117.htm)
- **Foreign Assistance Act, Part I, Chapter 1, Section 119 - Endangered Species**
(http://www.usaid.gov/our_work/environment/compliance/faa_section_119.htm)

At a minimum, E&E Missions must complete a Biodiversity Analysis as required by Section 119 (d) for each country development strategy statement or other country plan. This Analysis must clearly address the following questions:

1. **The actions necessary in that country to conserve biological diversity, and**
2. **The extent to which the actions proposed for support by the Agency meet the needs thus identified.**

Some Missions opt to undertake Environmental Threats and Opportunity Assessments (ETOAs). These are broader studies which are intended to examine issues more deeply to guide programming and require a higher LOE. ETOAs essentially cover FAA 117 and the 119 Biodiversity requirement if targeted appropriately in the SOW.

This requirement is also articulated in USAID's Automated Directives System (ADS), Section 201.3.8.2 on mandatory environmental analysis for strategic plans. The ADS regulations also indicate that while not required, an Operating Unit "can save time and be more efficient by including all aspects of environment when undertaking the mandatory biodiversity and tropical forestry work." For example, these environmental aspects may include topics such as water resources, sustainable economic growth, urban environmental issues, and private sector concerns.

Lessons Learned and Best Practices

1. Each Country's unique biodiversity and forests are valuable economic assets and key factors in the development of sustainable economic growth and healthy environments.
2. Undertake the first part of the Analysis (FAA 119 (d) (1)) early in the Strategy development process so it may serve to inform decision making.
3. Conducting early facilitates stronger comprehensive, and more successful cross-cutting portfolios in the future.

4. Coordinate with the E&E BEO's office on SOW and timing to ensure correct technical direction and an efficient approval process.
5. Ensure Mission support, availability, and participation with your analysis team.
6. Complement your team with local experts.
7. Institutional, policy and governance factors as they pertain to the environment must be examined and well understood to determine potential environmental threats. Ensure that you have a team leader or member with these skills and knowledge, preferably familiar with the country or region.
8. Provide adequate LOE as well as review & approval time.
9. Consider the cross sectoral linkages between programs and the environment.
10. Undertake a Gap Analysis of donor and host country interventions in the environmental sphere to identify USAID's comparative advantage and better leverage limited resources.

actions necessary - extent to which - actions necessary - extent to which - actions necessary - extent to which

Tools and Resources:

- E&E Bureau's Environmental Compliance Intranet Database – repository for all past and current E&E FAA 119 Analyses and ETOAs (<http://165.13.181.82/index.html>)
- Best Practices For Biodiversity And Tropical Forest Assessments (http://pdf.usaid.gov/pdf_docs/PNADE673.pdf)*
- Tropical Forestry and Biodiversity (FAA 118 and 119) Analyses: Lessons Learned and Best Practices from Recent USAID Experience. (http://pdf.dec.org/pdf_docs/PNADE195.pdf)*
- Biodiversity Conservation: A Guide for USAID Staff and Partners (http://pdf.usaid.gov/pdf_docs/PNADE258.pdf)
- UNECE Environmental Performance Reviews Programme (<http://www.unece.org/env/epr/welcome.htm>)
- Convention on Biological Diversity <http://www.cbd.int/>

*Note: EGAT is currently preparing new Best Practices and Lesson's Learned to update resources prepared in 2005 under the EPIQ and BIOFOR IQCs

actions necessary - extent to which - actions necessary - extent to which - actions necessary - extent to which

Procurement Options as of 10/2010:

- PLACE IQC
- REPLACE IQC (anticipated late FY11)
- Limited competition via MOBIS
- Open Competition via RFP
- SDB/8(a) sole source (non-compete)
- Short term PSC: teams can be formed by hiring an experienced US consultant who has done these in the region combined with one or two local or third country national experts.
- Purchase Order (same as above)
- IAA with US Forest Service: EGAT/NRM manages a global PAPA with the USFS International Programs which accepts "buy ins" 2x per year (Rebecca Butterfield, AOTR; or Missions may have their own agreement with USFS).

actions necessary - extent to which - actions necessary - extent to which - actions necessary - extent to which

REACH OUT - YOUR USAID WASHINGTON COLLEAGUES IN THE E&E BUREAU AND EGAT/NRM ARE HERE TO PROVIDE SUPPORT AND ASSISTANCE



USAID
FROM THE AMERICAN PEOPLE

Resources relevant to country-level gender analysis

General: Missions should always feel free to contact the bureau's gender advisor at ccozzarelli@usaid.gov, or (202) 567-4012. Also, the E&E/DGST/ST Team intranet site has a large number of publications posted relevant to overall gender issues in E&E (about halfway down the page), and numerous references related to how to do gender analysis specifically <http://inside.usaid.gov/EE/dgst/st/index.php?q=node/160>. There is also extensive country-specific info related to gender for many E&E countries on our intranet site at: <http://inside.usaid.gov/EE/dgst/st/index.php?q=node/191>

Examples of recent **gender assessments** can be found on the EGAT/WID website at: http://www.usaid.gov/our_work/cross-cutting_programs/wid/gender/gender_assessments.html

Some sample **SOWs** can be found on the EGAT/WID site: http://inside.usaid.gov/EGAT/off-wid/gender_SOWs.html. The bureau's gender advisor also has several others that are specific to E&E and can be provided upon request.

A related resource **how to do gender analysis** at the project or activity level can be found at: [https://communities.usaidallnet.gov/st/sites/st/file/Handout%20Gender%20Analysis%20at%20the%20Project%20Level%20March%202010%20\(4\).doc](https://communities.usaidallnet.gov/st/sites/st/file/Handout%20Gender%20Analysis%20at%20the%20Project%20Level%20March%202010%20(4).doc)

Training: Two to four-hour trainings on gender integration for Mission staff are possible. To check on the availability of this service, a Mission should contact the E&E/DGST/ST Team. The ST Team also is finalizing an on-line course on how to do gender analysis. This should be available by late fall, 2010.

Mechanisms available for conducting assessments:

- The Bureau Gender Advisor (Cathy Cozzarelli) is available for conducting gender assessments, as time permits.
- The WID Office funds the Short-Term Technical Assistance and Training (STTA) Task Order, through which services can be provided to USAID Missions and other operating units in such areas as strategic planning, program performance measurement, gender assessment and analysis, project design, implementation, and monitoring and evaluation. However, this TO will expire in a few months and the remaining funds are extremely limited. Missions that are interested in this TO should contact Ed Lijewski in the WID Office.
- Use an existing Mission mechanism to hire one or more consultants. The Bureau Gender Advisor can assist with identification of possible consultants.

Summary of ADS Gender Requirements

High-level Planning (ADS 201.3.9.3)

- USAID staff must conduct a mandatory gender analysis to inform strategic plans and assistance objectives. USAID's approach to gender analysis is built around two key questions:
 - How will the different roles and status of women and men within the community, political sphere, workplace, and household (for example, roles in decision-making and different access to and control over resources and services) affect the work to be undertaken?
 - How will the anticipated results of the work affect women and men differently?

Project/Activity Planning (ADS 201.3.11.6 and 201.3.11.16)

- USAID staff must conduct a mandatory gender analysis to inform the design of activities and projects.
- The gender analysis findings must be integrated into the scope of work/program description for an activity that will be implemented through a contract or cooperative agreement.
- Gender issues must be integrated into the technical evaluation/selection criteria for any solicitation financed under the project or activity.
- Activity Approval Documents must outline the gender issues that need to be considered during activity implementation, and describe what outcomes are expected by considering these issues or, if the Operating Unit determines that there are no gender issues, provide a brief rationale to that effect. AADs must be approved by USAID senior management.

Project and Activity Procurement (ADS 302.3.5.15 for contracts and ADS 303.3.6.3c for grants and cooperative agreements)

- The Contract/Agreement Officer must ensure that the technical office integrates gender issues into the different components of an RFP (e.g., Statement of Work, project deliverables, key personnel qualifications, monitoring and evaluation requirements), or an RFA (e.g., Program Description, key personnel qualifications, monitoring and evaluation requirements). If it is determined that gender is not an issue, a statement explaining the rationale for this conclusion must be included.
- The Contract/Agreement Officer must ensure that once gender has been integrated into the solicitation components, gender is also reflected in the corresponding technical evaluation criteria (RFPs) or technical selection criteria (RFAs/APSs). These technical criteria include, but are not limited to, technical understanding and approach, monitoring and evaluation, and personnel.

Project and Activity Monitoring and Evaluation (ADS 203.3.4.3)

- Performance management systems and evaluations at the assistance objective and project/activity levels must include gender-sensitive indicators and sex-disaggregated data.



*For further information or to request a gap analysis,
please contact Ron Sprout, E&E/PO/SPA*

USAID/E&E's MONITORING COUNTRY PROGRESS (MCP) TOOL

In 1997, the E&E Bureau developed a unique country performance monitoring system, which has been used to track the transition progress of countries in the region and has helped to determine assistance phase-out dates for E&E countries. The Bureau is working on linking it more directly to monitoring and evaluating program performance. MCP analysis is considered by the bureau when identifying parameters for bureau and mission planning. MCP gap analyses can be requested by operating units.

MCP tracks and analyzes transition progress in four key dimensions: (1) economic reforms; (2) democratization; (3) macroeconomic performance; and (4) human capital. Over the last year, a fifth dimension on peace and security was added.

MCP draws on publicly-available standardized (i.e., cross-country) data from a variety of sources including international organizations (such as the World Bank, the European Bank for Reconstruction and Development (EBRD), the International Monetary Fund, the World Health Organization (WHO), the United Nations Office on Drugs and Crime (UNODC), and the United Nations Children Fund (UNICEF)), various U.S. government sources and reports (such as from USAID, U.S. Department of State, U.S. Department of Commerce, U.S. Defense Department, and U.S. Trade Representative), as well as think tanks and universities (such as Freedom House, Transparency International, Fund for Peace, Binghamton University, and George Mason University).

The MCP method employs a two step analysis. First, it examines reform progress (both economic and democratic reforms). Next, it examines progress in macroeconomic performance and human capital. Data are from publicly available sources. The primary data used in the five MCP indices are all converted into a "1" to "5" scale, where a "1" represents the worst performance on that indicator in the E&E region and a "5" the best worldwide.

The MCP technique incorporates several basic principles. One, reform progress is necessary but not sufficient for a country to complete the transition to a market-oriented democracy. Solid macroeconomic performance and human capital development must ensue for reform progress to be sustained. Two, gains in macroeconomic performance and human capital are also necessary though not sufficient. Countries may do relatively well on these "outcome" dimensions in the absence of adequate reform progress, but such conditions cannot be sustained over the long term. Third, the sequence is important; reform progress needs to precede or at the least accompany economic performance and human capital progress. These principles underscore the beneficial and critical linkages between reform progress and favorable outcomes from the reforms. A fourth underlying principle stems from the inter-connectedness of the two reform dimensions as well as mutual causality of the two sets of outcome indicators (i.e. between economic performance and human capital). These inter-relationships suggest that sustaining the gains in any one sector is less likely to occur if other sectors are lagging considerably. The sustainable development path

necessarily involves economic and democratic reforms progressing together in the medium term if not year-to-year; similarly, relatively balanced results and progress are needed between economic performance and human capital.

MCP's empirical data do facilitate discussions along the lines of the following questions:

- Why are we not prioritizing more in this sector given the significant country needs?
- Is the gap too big for us given our limited resources and/or is it an area where we are not likely to get much "traction" given the political environment of the country?
- Are other donors addressing this development gap?
- Why are we focused in this one area where gaps are not prevalent, particularly given that needs are much greater in other sectors as suggested by the data?
- Which gaps are more important than others? Among the gaps, can we identify the binding constraints towards development?

How the MCP tool has been and could be used:

(1) The MCP system has been used to help us identify salient transition gaps or challenges. This begins the discussion as to how resources should be allocated.

(2) We've used it to help make decisions towards country graduation from USG assistance by identifying and measuring plausible thresholds and country progress against those thresholds.

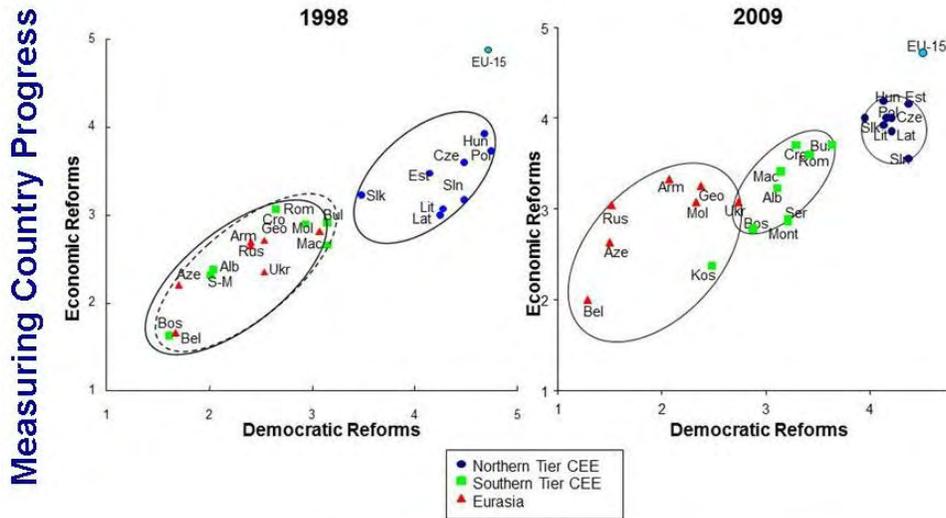
(3) The MCP system was designed for the E&E countries, but has been expanded to other regions of the world as requested (i.e., Iraq and the Middle East).

(4) The MCP system has been used to identify transition and development gaps in the economic, political, and social realms. However, we are also now beginning to apply it to country progress towards peace and security, drawing from the DFA framework to do so.

(5) The MCP system has largely been focused on tracking high-level country progress indicators. However, we are about to begin the process of explicitly linking program progress indicators with country progress; i.e., more explicitly linking the MCP system with the Agency's Monitoring and Evaluation efforts.

Figures 8

Economic and Democratic Reforms 1998 vs. 2009

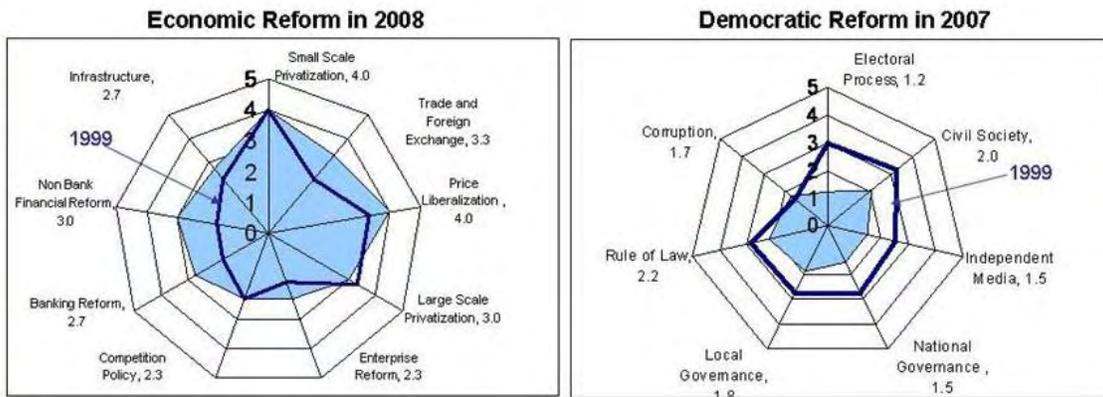


Ratings are based on a 1 to 5 scale, with 5 representing most advanced. Freedom House, *Nations in Transit* 2009 (2009); *Freedom in the World* 2010 (January 2010) and EBRD, *Transition Report 2009* (November 2009).

This MCP chart (or scatterplots) provides a picture of economic and democratic reform progress across the countries of the region. It provides summary findings comparing reform progress today vs. that of roughly ten years ago. The E&E's Monitoring Country Progress system allows for comparisons of country progress over time.

Country Level Gap Analysis

Economic and Democratic Reform in Freedonia



Ratings are based on a 1 to 5 scale, with 5 representing most advanced. USAID, *Monitoring Country Progress in CEE & Eurasia* system drawing from EBRD, *Transition Report* 2009 (November 2009) and Freedom House, *Nations in Transit* 2008 (June 2008).

MCP country-specific gap analyses can help begin the discussion as to where the most significant transition gaps and challenges exist in a given country. With that said, there is no direct correlation between the size of the gap and the amount of assistance that should be applied to the gap. These two web graphs show snapshots of Freedonia's current economic and democratic reform progress vis-à-vis such reform progress in 1999. The larger the shaded area in the graphs the more the progress the country has made.

INFORMATION

USAID/General Notice
M/MPBP
11/2009

Subject: Announcement of the award of five (5) new five-year Indefinite Quantity Contracts (IQCs) for evaluation services

M/OAA/GRO/GRO/ALPS and MPBP/EVAL are pleased to announce the award of five (5) new five-year Indefinite Quantity Contracts (IQCs) for evaluation services. The purpose of these contracts is to provide technical and advisory services for evaluation activities worldwide, at the mission (operating unit), bureau, and Agency-wide levels. This includes designing and implementing both quantitative and qualitative evaluation studies and assessments; developing evaluation training and guidance, and providing evaluation technical assistance for USAID development programs.

This notice identifies the awardees, describes the purpose of the IQCs, and how missions/bureaus can access the IQCs.

IQCs	Award Number	Ordering Period
AMEX International Incorporated - Small Business Subcontractors: Crown Agents Consultancy, Inc. Danya International, Inc. Data Management GRM International Pty, Ltd Marco International, Inc. MasiMax Resources, Inc. The Performance Institute PRO-telligent, LLC	RAN-I-00-09-00008-00	9/30/2009 - 9/29/2014
Development & Training Services, Inc. - Small Business Subcontractors: Mathematica Policy Research Chemonics International World Learning for International Development	RAN-I-00-09-00015-00	9/30/2009 - 9/29/2014
International Business & Technical Consultants Inc. - Small Business Subcontractors: Checchi JBS/Aguirre KMS Global Inc. Cornell University	RAN-I-00-09-00016-00	9/30/2009 - 9/29/2014
Mendez England & Associates Inc. - Small Business Subcontractors: Booz Allen Hamilton (Booz Allen) Winrock International LTL Strategies Enterprise Resources Group Ecology & Environment, Inc. Catholic Relief Services	RAN-I-00-09-00018-00	9/30/2009 - 9/29/2014

Social Impact Inc. - Small Business Subcontractors: Management Systems International International Resources Group	RAN-I-00-09-00019-00	9/30/2009 - 9/29/2014
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Ordering Period and Ceiling: The ordering period for these contracts is from September 30, 2009 through September 29, 2014. Task orders issued during the ordering period may continue through September 29, 2014. The total shared ceiling of the IQCs is \$125,000,000. There are no individual ceilings for each contractor, thus permitting each holder to compete on all task orders until the shared ceiling is reached.

Range of Services: The contractor shall provide services to include strategic analysis, evaluation case studies, impact evaluations, meta-evaluations, cross-sector and multi-country evaluations and other evaluative studies. In particular, it will include evaluations focusing on issues that cut across the Agency's technical areas, that assess the impact of USAID's development programs, and that identify lessons learned about which development interventions work and which do not. To provide evaluation training; technical assistance on both quantitative (survey research and statistical analysis) and qualitative (including mixed) evaluation methods; preparation of guidance, handbooks, newsletters, and other tools for evaluation practitioners; planning for (including logistics), designing and implementing studies and evaluations; assistance on evaluation utilization and dissemination, assistance on joint evaluations with other international donors, and assistance in selecting and reviewing performance indicators.

To provide technical assistance that includes evaluation expertise in these development fields: economic growth, agriculture and trade; environment; education and training; global health; democracy, conflict prevention and humanitarian assistance; and cross-cutting programs (conflict management, private and voluntary cooperation, transition initiatives, urban programs, water, women in development) and evaluation methodology, design and training.

Range of Technical Skills: The contractor will provide technical skills in evaluation research design (including quantitative impact evaluation methods, experimental and quasi experimental design, and qualitative methods); data collection, analysis, and synthesis; report writing, and planning for use and dissemination of evaluation findings. The IQC also provides skills in evaluation and performance monitoring methodology, innovative and state-of-the-art research designs and methods, participatory evaluations, cost-effective evaluation methods, and evaluation training. While work may focus on specific sectors and development fields, it may also cut across sector and technical areas.

Much of the work will involve broad policy and strategic issues, such as institutional development, mainstreaming gender in development assistance, benefit sustainability, technology transfer, information technology, policy dialogue, private sector development, crisis prevention, public-private partnerships, and planning and implementing development programs in fragile or failed states.

Expected Task Order Services:

1) Desk studies identified by MPBP and other central program and policy offices and USAID field missions;

- 2) Background research and analytic expertise to assist MPBP and other central program and policy offices, and USAID field missions to carry out evaluation studies and related results-oriented program planning;
- 3) Implementation planning, including team planning meetings, and research designs for proposed studies;
- 4) Formative evaluations of program and project implementation and summative evaluations of program and project results (including experimental and quasi experimental designs and case studies) requiring primary data collection in the field;
- (5) Drafting, revising, editing, and preparing for publication evaluation reports, impact evaluations, meta-evaluations, syntheses, and other publications related to evaluation, such as newsletters, brochures, and workshop and seminar reports;
- (6) Logistical and administrative support for field evaluations conducted by MPBP/PERF and other central program and policy offices, and USAID field missions;
- (7) Personnel to organize and implement workshops, meetings, conferences, and seminars to disseminate study findings;
- (8) Logistical and administrative support for Agency-sponsored evaluation training at third party institutions, such as conferences, institutes, the American Evaluation Association, the World Bank and others; and
- (9) Experts to conceptualize and implement a balanced mix of hard copy, electronic and other media for documentation, dissemination, and utilization of evaluation findings, conclusions, and recommendations, including, but not limited to, tracking systems for evaluation recommendations;
- (10) Related results and program planning.

Note 1: Formative evaluations take place during the course of project or program implementation and generally focus on improvements in the management or substance of interventions that can take place during implementation.

Note 2: Summative evaluations generally take place towards the end or after program or project implementation and focus on assessing the outcomes and impact of programs and projects as a basis for future improvements and lessons learned.

Subcontractors: The contractor must seek prior approval from the Task Order Contracting Officer before replacing any Subcontractor not listed in the contract. If the contractor fails to obtain the Task Order Contracting Officer's approval for any substitution, the costs related to the substitution may be disallowed. The request must: (1) Be in writing, (2) Be submitted reasonably in advance, as determined by the contracting officer so as not to impede progress of the work, (3) Be written in sufficient detail to permit the contracting officer to assess the impact the change will have on the program, and (4) Identify the substitute organization, including instances where the contractor is the substitute organization.

Contract Access and Fair Opportunity Considerations: To access these contracts missions/bureaus must prepare a statement of work (SOW) for a task order that describes the purpose, background, objectives, desired activities, deliverables and/or performance measures, as well as an estimated budget and time frame. The SOW must be approved by the M/MPBP/PERF, Contracting Officer Technical Officer Representative (COTR), Mr. Gerry Britan, to ensure that the proposed activities are consistent with the IQC SOW and that the estimated budget is within the available contract ceiling. Gerry is the POC for the Central Monitoring and Evaluation Unit in the Office of Management Policy, Budget and Performance (MPBP). GRO/ALPS may also offer substantive comments on the SOW for mission/bureau consideration. Fair opportunity consideration is required in

selecting which of the five IQC firms will undertake the proposed activity. Section F of the contracts specifies the fair opportunity procedures.

The IQC website is as follows: <http://inside.usaid.gov/M/OAA/iqc/index.html>

Primary POC
Ray Carmichael
USAID Contracting Officer
M/OAA/GRO/ALPS
RRB, Room 7.09-101
Phone: 202-712-4433
Fax: 202-216-3132

Alternate POC
William (Bill) Reynolds
USAID Contracting Officer
Division Chief
M/OAA/GRO
RRB, Room 7.09-001
Phone: 202-712-5922
Fax: 202-216-3132

Technical POC
Gerald Britan
Acting Division Chief
MPBP/EVAL
RRB, Room 6.8-080
Phone 202-712-1158

Point of Contact: Any questions concerning this Notice may be directed to Gerald Britan, M/MPBP, (202) 712-1158.

Human and Institutional Capacity Development

A USAID Model for Sustainable Performance Improvement



Developing Capacity in Host Country Organizations

HICD is a USAID model of structured and integrated processes designed to identify root causes of performance gaps, address those gaps through a wide array of performance solutions in the context of all human performance factors, and enable cyclical processes of performance improvement through the establishment of performance monitoring and management systems.



A Focus on All Factors that Affect Performance

In the HICD model, performance assessments are aimed at finding root causes of performance problems using the framework of the Updated Behavior Engineering Model. This approach promotes a holistic view of all factors influencing performance.



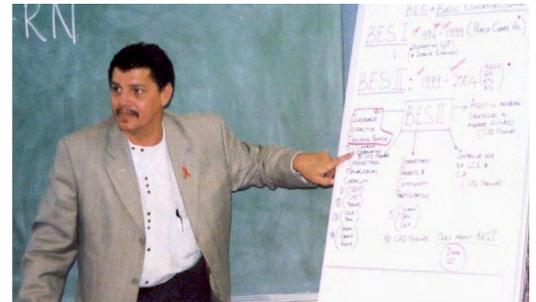
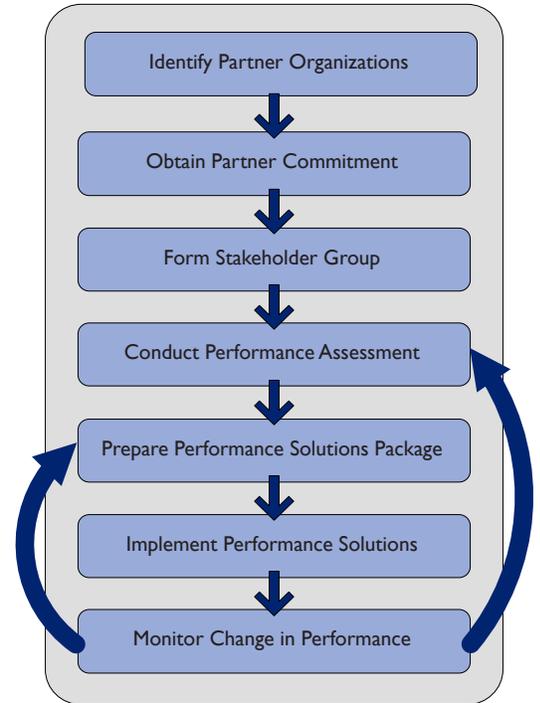
Tailored Performance Solutions Packages

Customized solutions are developed to address root causes related to all factors affecting performance. HICD implementers identify optimal performance solutions that are carried out by a wide array of technical experts. For instance, training might be designed to target *knowledge/skills* gaps while the restructuring of an organization's compensation package might address a gap related to *incentives*.

Perfomanced Monitoring and Management Systems, Sustainable Performance Gains

As part of the performance assessment process, HICD implementers will examine existing systems to support host country partner organizations in establishing methods for continually measuring actual performance against targets related to organizational goals. A comprehensive measurement tool will establish performance measures at each level of performance, individual worker level, process level, and organizational level. This will provide a strong, data-driven basis for making management decisions.

The HICD Model



Environmental	Information	Resources	Incentives
	Knowledge/ Skills	Capacity	Motives

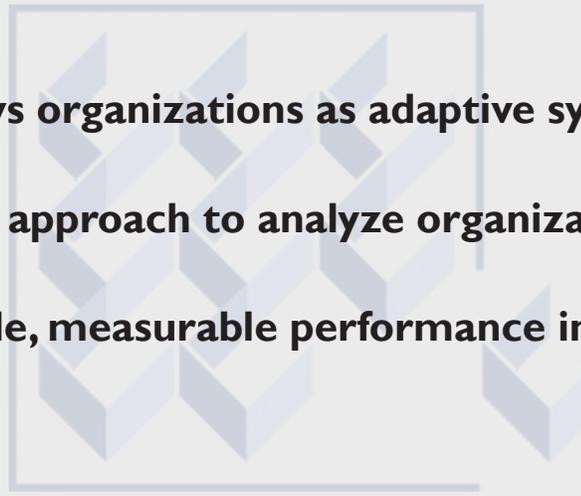
Updated Behavior Engineering Model (Chevalier, 2003)



HICD views organizations as adaptive systems

HICD uses a systematic approach to analyze organizational performance

HICD focuses on tangible, measurable performance improvement results



HICD Handbook

http://pdf.usaid.gov/pdf_docs/PNADT442.pdf

EGAT/ED HICD Page *(USAID intranet only)*

<http://inside.usaid.gov/EGAT/offices/edu/programs/hicd.cfm>

HICD Blog *(USAID intranet only)*

<http://blogs.usaid.gov/hicd>

Developedia *(USAID intranet only)*

<http://developedia.usaid.gov/wiki/index.php?title=HICD>

“USAID/Macedonia adopted the HICD methodology right after it was introduced because we saw an additional value to the sustainability of our development efforts in the country. Unlike participant training where people receive skills and knowledge but they come back to the same organization with the same weaknesses, HICD introduces changes to the structure, improves processes, provides new skills to the individuals thus improving overall performance.”

Ivica Vasev
Project Development Specialist
USAID/Macedonia

“I continue to be a believer. In thirty years in management and senior management, I have not seen a better tool for linking all management systems in an organization.”

James Schlotfeldt
Performance Improvement Consultant
Washington, DC

USAID's HICD initiative is managed by:

**Bureau for
Economic Growth,
Agriculture & Trade**

Office of Education

For more information on HICD implementation, please contact:

Jim Nindel
1-202-712-5317
jnindel@usaid.gov

Jeffrey Shahan
1-202-204-2599
jshahan@usaid.gov

Steve Kowal
1-202-712-4001
skowal@usaid.gov

Technical Assistance for Missions

Helping your Mission build strategic, high-impact alliances

Office of Development Partners/Private Sector Alliances



Private Sector Alliances are now at the center of U.S. foreign assistance.

ODP/PSA can help your Mission integrate alliances into country strategies and programs, understand the private sector's perspective on opportunities and constraints critical to building effective alliances and develop alliance building skills for Mission and implementer staff. Our goal is to help expedite the formation of strategic partnerships while increasing development impact. All TDYs are offered on a cost-share basis.

For more information on how ODP/PSA can assist your Mission, contact us at gda@usaid.gov

Private Sector Strategy Assessment: ODP/PSA's offers two new TDY alliance assessment options for Missions.

Mission-wide Alliance Assessment – ideal for Missions undertaking a strategic planning process

- Provides a 360-degree view of how, when and where private sector alliances can have the most impact across a diverse program portfolio
- Timing can be four to six week in-depth assessment (includes 2-3 weeks in country) including guidance on incorporating alliances into a CDCS, program design and management and staffing

Sector Specific Alliance Assessment – ideal for sector teams looking for new opportunities or reviewing on-going programs

- Provides in-depth examination of challenges impacting private sector and potential intersection with USAID development goals in a specific sector
- Timing will be determined by Sector Assessment Team

Capacity Building & Skills Development TDY: ODP/PSA offers customized TDYs to Missions requesting alliance support. Typical weeklong consultations include:

- In-depth training for USAID Missions and interested USG staff on the next generation of alliance models, paradigms and tools
- Workshop on Alliance Opportunity Identification – to identify, appraise and target the most strategic opportunities with the private sector
- Training for local implementers
- Outreach and engagement with the private sector
- Mission guidance for strategic planning and program design incorporating alliances
- TA to SO teams: trouble-shooting existing alliances; problem solving on legal & procurement issues; embedding alliances into existing projects; more effective use of implementing partners

FSN Rotation Program: ODP/PSA arranges and co-funds a two-month rotation to USAID/Washington with our office.

- Provides practical training on the technical aspects of alliance building
- Offers the opportunity to develop skills in research, due diligence, strategy development and private sector outreach
- Provides networking opportunities with the private sector for Missions to deepen their partnership portfolio

Expertise, Support & Networking: ODP/PSA provides a variety of online tools, guides and training services to assist Mission and USAID/Washington staff.

- [Tools for Alliance Builders Guide](#) – ODP/PSA's signature toolkit for understanding the nuts and bolts of basic alliance building
- [Building Alliances Series Sector Guides](#) – ODP/PSA's newest guides on how to build strategic alliances in 11 critical sectors: Agriculture, Democracy & Governance, Economic Growth & Trade, Education, Emergencies, Energy, Extractive Industries, Health, Microfinance & Microenterprise, Water, and Workforce Development
- Advanced GDA and newly revised Implementer Training at USAID/Washington – occurs bi-annually and is announced via Agency Notice
- Alliance Facilitation Team – dedicated staff to help shorten the alliance process by offering easily customized and replicable models and templates and to assist Missions in utilizing a number of Global Frameworks with certain private sector partners
- Contacts database with hundreds of companies to assist Missions in reaching the right people inside potential partner organizations



OFFICE OF CONFLICT MANAGEMENT AND MITIGATION MISSION SUPPORT SERVICES SNAPSHOT

2010-2011

Office Vision

The Office of Conflict Management and Mitigation (DCHA/CMM) was founded in 2002 to expand and improve USAID's ability to address the sources and consequences of violent conflict.

Field Support

CMM staff provide high-quality technical assistance to enable USAID field missions, regional bureaus, and other operating units to identify and respond effectively to the conflict dynamics in countries where the agency operates.

Technical Leadership

CMM develops and disseminates rigorous, field-relevant research, analysis and guidance to better identify, assess, and engage conflict dynamics based on a comprehensive knowledge management system.

Training

CMM trains field officers in conflict analysis and programming drawn from all employment categories and supports their professional development through training, mentoring, and networking opportunities.

Outreach

CMM represents USAID in USG inter-agency forums that address conflict issues, bringing policy and technical expertise to bear. Furthermore, CMM sustains relationships and promotes partnerships with constituencies focusing on conflict issues within the policy-making, academic, advocacy and donor communities promoting the effective use of development resources to address violent conflict.

Mission Services:

CMM provides the following services and products to missions to better understand and respond to regional or country conflict dynamics:

- **Early Warning and At-Risk Country Back-stopping:** CMM staff track conflict trends in at-risk countries and compile the annual Alerts Lists of fragility and instability, providing missions and regional bureaus with nuanced early warning information.
- **Assessments:** Utilizing the Conflict Assessment Framework (CAF), CMM staff formulate analysis on the drivers, mitigators and actors in a country context. The CAF provides recommendations for strategic planning processes and conflict-sensitive programmatic responses.
- **Program Design:** CMM publications are reference tools that missions and bureaus can use to incorporate conflict into program design, monitoring and evaluation. CMM staff may assist in designing peace building or conflict-sensitive programming for missions.
- **Strategy Support:** The office may tailor workshops to facilitate mission strategic planning around crisis issues in country or in Washington. CMM provides conflict-sensitive guidance through the Country Development and Cooperation Strategy process.
- **Reconciliation Fund Support:** At-risk country missions opt to be included in the people-to-people annual program statement, a global competition for targeted grants in reconciliation and peace building.
- **IQC Instability, Crisis and Recovery Programming (ICRP):** CMM maintains an IQC focusing on crisis-related programming including prevention, peace building, peace processes and recovery.
- **Training:** CMM offers several overseas and Washington-based trainings per year in conflict analysis and programming.

If interested in learning more about the services and products that DCHA/CMM provide missions and embassies, please reach out to the following points of contact::

Mark Hannafin, CMM Field Support team leader: #202-712-4156, mhannafin@usaid.gov

Cynthia Brady, CMM Senior Conflict Advisor: #202-712-0704, cbrady@usaid.gov

Tjip Walker, CMM Technical Leadership team leader: #202-712-4842, stwalker@usaid.gov

GEM II (Global Evaluation and Monitoring) MOBIS BPA

Mechanism Type	Blanket Purchase Agreement (BPA)
End date	Mar 11, 2013 (not including possible extensions)
Sector	Education
Specialties	Basic education (primary, secondary & adult literacy); Higher education; Training; Workforce development; Youth programs / employment

Purpose

Assists missions with design, monitoring, evaluation, and best practice dissemination (all stages except implementation) in basic education (early childhood, pre-primary, primary, secondary, youth development, and adult literacy), higher education (including university partnerships), human and institutional capacity development (including participant training), workforce development, and youth development. Task orders can be short-term (single design, evaluation, etc.) or long-term (ongoing monitoring, etc.) As a single award MOBIS BPA, GEM II can provide rapid access; as the contractor (Aguirre Division of JBS International) does not implement projects, there are no conflict of interest concerns.

Services provided

Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance)
Needs assessments, project design (including drafting scopes of work)
Research & analysis (desktop, laboratory, applied research, surveying)

Prime implementers (Awardees)

[Aguirre Division of JBS](#)

Contact name: Roger Rasnake
Phone: 240-645-4234
Email: rrasnake@jbsinternational.com
Contact Website: www.jbsinternational.com
Award Number: EDH-E-00-08-00003-00

Subcontractors

Associates for Global Change
Development Infostructure
Mariposa

Missions & bureaus that have used this mechanism

Bureau for Asia Near East, West Bank-Gaza, Bureau for Africa, Jamaica, Indonesia, Liberia, PAICO, Somalia, El Salvador, Malawi, Namibia, Nicaragua, Nigeria, Tanzania, Djibouti, Egypt

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EGAT Office Web site

<http://inside.usaid.gov/EGAT/offices/edu/>

Activity Web site

<http://www.gem2.org>

Last updated 2010-01-22



USAID
FROM THE AMERICAN PEOPLE

Tool for Labor Markets and Workforce Development in the E&E Region

A new online tool from E&E/DGST/ST

The ST team's new "Labor Markets and Workforce Gap Analysis Online Tool," found at http://linhost1.jbsinternational.com/wd_online/index.html, offers information about the economic and labor conditions in the countries in our region.

This "Decision Tree" analytical tool asks the user a series of questions about a country's sectoral trends and productivity, labor supply, economic and workforce policies, and institutional capacity. Based on the responses, the tool will generate scenarios for workforce interventions, each of which will include international best practices and recommendations for implementation.

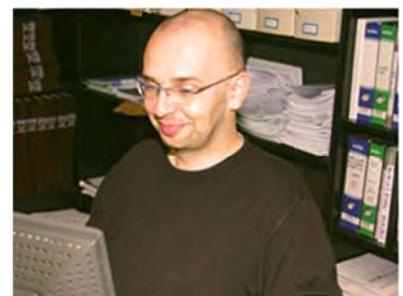
The framework for analysis for the online tool comprises four factors: labor demand, labor supply, labor efficiency, and institutional environment. Also, decision trees and the best practices matrix have been developed.

Main features of the on-line tool include:

- Research Library that features the most recent studies and evaluations of workforce development and labor markets for the country and region.
- Tools for Analysis that offers statistical trend analysis of the main determinants of workforce development and labor markets; set priorities for workforce programs.
- Toolkit Project Wizard that guides you through a workforce development wizard that builds on the above research and identifies priorities and good practice.

This tool is a WIP (work in progress) and is in BETA testing.

For further information and/or assistance with the tool, please contact Denise Lamaute, E&E/DGST/ST





EUROPE AND EURASIA/WASHINGTON RESOURCES GUIDE 2010

Overview: The E&E/DGST and GH Extended Health Team offers E&E missions a variety of technical support, including TDY technical assistance, virtual technical support from Washington, strategic planning and analysis of critical issues affecting the region. Resources available to E&E Mission are outlined below.

E&E EXTENDED TECHNICAL ASSISTANCE TEAM

The E&E/DGST and GH Extended Health Team members offer technical assistance in the following areas:

Bureau for Europe and Eurasia

Team Leader: Paul Holmes pholmes@usaid.gov

Health Systems/MCH/HIV-AIDS/AI&H1N1: Susanna Baker sbaker@usaid.gov

Health Systems: Forest Duncan fduncan@usaid.gov

TB/OPHT/FP/RH/Gender/NCDIs/Communications & Outreach: Jessica Forrest jforrest@usaid.gov

Communications & Outreach/TB: Lyndsey Garcia lygarcia@usaid.gov

Bureau for Global Health

FP/RH: Jewel Gausman jgausman@usaid.gov

TB: Carolyn Mohan cmohan@usaid.gov

HIV/AIDS: Megan Kearns kkearns@usaid.gov

MCH: Nahed Matta nmatta@usaid.gov

A1 & H1N1: Nicholas Studzinski nstudzinski@usaid.gov

NCDI: Neal Brandes nbrandes@usaid.gov

Health Systems: Bob Emrey bemrey@usaid.gov

Also see the Country Health Teams List: <http://ghintranet.usaid.gov/GH/UserGuide/country/Index.aspx?AREA=EE>



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SELECTED REFERENCES/LINKS

E&E Health Team Website: <http://inside.usaid.gov/EE/dgst/h/>

Health Managers Workshop Archive: <http://www.phnsota.com/sotaArchive.html>

THE 2010 EUROPE & EURASIA HEALTH VULNERABILITY ANALYSIS

http://inside.usaid.gov/EE/dgst/h/docs/2010_ee_health_vulnerability_analysis_report.pdf

USERS' GUIDE TO USAID/WASHINGTON HEALTH PROGRAMS

http://www.usaid.gov/our_work/global_health/pdf/phnug.pdf

European Health for All Database; Updated January 2010 <http://data.euro.who.int/hfad/>

For more information on USAID supported Health Systems programs, please visit:
http://www.usaid.gov/locations/europe_eurasia/health/



USAID
FROM THE AMERICAN PEOPLE

**HEALTH POLICY
INITIATIVE**

An overview of available models and tools from the Health Policy Initiative.

http://www.healthpolicyinitiative.com/Publications/Documents/430_1_Models_and_Tools_list_MAR_2010_FINAL_acc.pdf

Making Projections for a Better Future

Models and Tools

Spectrum

Spectrum is a suite of policy models that makes use of a unified set of Windows-based commands that can be easily learned. The models are used to project the need for FP/RH, MH, and HIV services. Most models are available in English, French, and Spanish. Some are also available in Portuguese, Arabic, and Russian. Each model includes a detailed user manual that not only describes how to use the software but also includes sections on data sources, interpretation and use of the results, a tutorial, and a description of the methodology. The models included in the Spectrum system are:

DemProj: Demography. DemProj projects the population for an entire country or region by age and sex, based on assumptions about fertility, mortality, and migration. A full set of demographic indicators can be displayed for up to 50 years into the future. Urban and rural projections can also be prepared. A companion model, EasyProj, supplies the data needed to make a population projection from the estimates produced by the Population Division of the United Nations.

FamPlan: Family Planning. FamPlan projects family planning requirements needed to reach national goals for addressing unmet need or achieving desired fertility. It can be used to set realistic program goals, to plan for the service expansion required to meet program objectives, and to evaluate alternative methods of achieving goals. The program uses assumptions about the proximate determinants of fertility and the characteristics of the family planning program (method mix, source mix, discontinuation rates) to calculate the cost and the number of users and acceptors of different methods by source.

AIM: AIDS Impact Model. AIM projects the consequences of the HIV epidemic, including the number of people living with HIV, new infections, and AIDS deaths by age and sex; as well as the new cases of tuberculosis and AIDS orphans. AIM is used by UNAIDS to make the national and regional estimates it releases every two years.

RAPID. RAPID projects the social and economic consequences of high fertility and rapid population growth for such sectors as labor, education, health, urbanization, and agriculture. This program is used to raise policymakers' awareness of the importance of fertility and population growth as factors in social and economic development.

PMTCT: Prevention of Mother-to-Child Transmission. PMTCT evaluates the costs and benefits of intervention programs to reduce transmission of HIV from mother to child. Three sets of interventions are included in the model: drug treatment (seven possible options); type of delivery (vaginal or Cesarean section); and type of infant feeding (formula, breastfeeding, or mixed). Outputs include a benefit-cost ratio as well as cost-effectiveness measures such as cost per HIV infection averted.

Goals Model. The Goals Model helps efforts to respond to the HIV epidemic by showing how the amount and allocation of funding is related to the achievement of national goals, such as the reduction of HIV prevalence and expansion of care and support.



March 2010

Lives Saved Tool (LiST) A program to project the changes in child survival and maternal health in accordance with changes in coverage of different child health interventions.

Safe Motherhood Model. This model estimates the impact of various scores from the Maternal-Neonatal Program Index (MNPI) on a country's maternal mortality ratio. The MNPI is an index of 81 indicators for national efforts to improve maternal and neonatal health services. The model helps managers to gain a better understanding of the impacts of policies, budgets, and service delivery improvements on maternal health outcomes.

Allocate. Allocate examines the linkages and interactions among three main areas of a representative reproductive health action plan (RHAP): family planning, safe motherhood, and postabortion care. Allocate also shows the interactive impacts of changing decisions about levels of funding.

HIV Vaccine. This model explores the impact of potential HIV vaccines on the epidemic.

Decision Makers Program Planning Tool: Male Circumcision

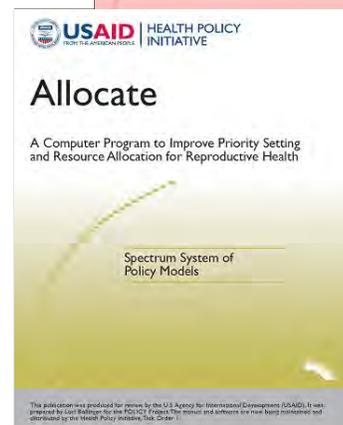
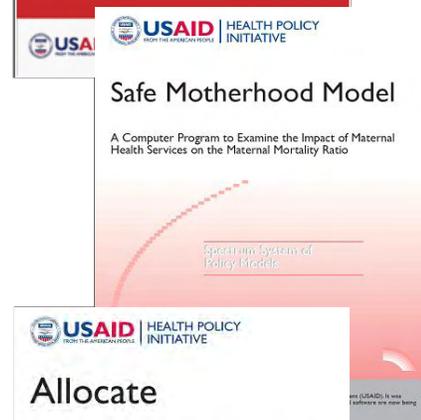
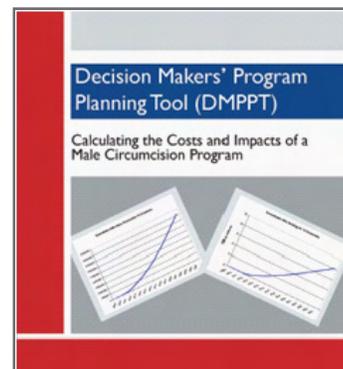
The Male Circumcision (MC) Decisionmakers Tool is an Excel-based model that estimates the impact and cost of scaling up male circumcision services as an HIV prevention intervention. The model considers different policy options including target populations (all adult males, young males, adolescents, neonates, high-risk males, etc.) and different rates of scaling up MC coverage. Outputs of the model include cost per MC performed, number of HIV infections averted, and cost per infection averted. Total costs can be based on detailed facility-level inputs on the costs of service provision or on assumptions about the average costs per male circumcision performed.

Resource Needs Model

The Resource Needs Model is an Excel worksheet for calculating the funding required for an expanded response to HIV at the national level. The worksheet contains three submodels: the prevention model, which calculates the cost of prevention interventions; the care and treatment model, which estimates the cost of care and treatment programs; and the orphan support model, which calculates the cost of interventions to support children orphaned by AIDS. The program and manual are available in English, French, and Spanish.

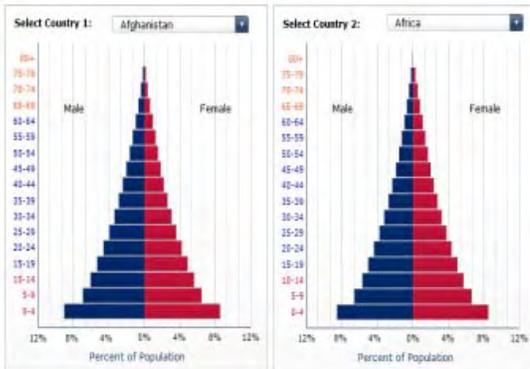
Workplace Policy Builder

The Workplace Policy Builder (WPB) is designed to help companies develop their own HIV policies through a participatory process. The WPB guides the user through the step-by-step process of developing a policy and includes a number of resources: a database of corporate workplace policies from around the world, a literature database of the impact of HIV/AIDS, national HIV policies, international standards, the AIM-B model, and a component for assessing the cost of any proposed program.



The USAID | Health Policy Initiative, Task Order 1, is funded by the U.S. Agency for International Development under Contract No. GPO-I-01-05-00040-00, beginning September 30, 2005. HIV-related activities of the initiative are supported by the President's Emergency Plan for AIDS Relief. Task Order 1 is implemented by Futures Group, in collaboration with the Centre for Development and Population Activities (CEDPA), White Ribbon Alliance for Safe Motherhood (WRA), and Futures Institute.

Health Policy Initiative, Task Order 1
Futures Group
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www.healthpolicyinitiative.com



The Demographic Dividend

When fertility is high, the age structure of the population resembles a broad-based pyramid with a large percentage of children compared to the working age population that supports them. This makes it difficult for families to save money and to invest in the health and education of each child. As fertility declines, the age structure changes to one where there may be 2 or 3 people of working age to support each child. This creates an opportunity for savings and investment that is called the 'demographic dividend.' It was an important factor in the rapid economic growth of many Asian countries.



Proximate Determinants of Fertility

The proximate determinants of fertility are the factors that act to reduce the fertility of the average women from the biological maximum, known as total fecundity (usually around 15), to the actual fertility experienced today. These factors include the proportion of women who are married or in union, the duration of the period after a birth when a women cannot become pregnant again (known as postpartum insusceptibility, PPI), the total abortion rate, sterility, and the use of contraception. There is also an option to examine changes in the method mix.



Meeting Unmet Need for Contraception

The Millennium Development Goal 5b calls for all countries to meet the need for reproductive health by 2015. This display shows the current level of modern method contraceptive use (MCPR) for the chosen country, and the current amount of unmet need. You can change the target year by which unmet need is met and see how it affects the rate of increase in MCPR as well as the effect on child mortality.

Population Momentum

Countries that have experienced high fertility in the past have a very young population. Even if the total fertility rate dropped to replacement level immediately the population would continue to grow for 40 or 50 years. This happens because as today's young people mature and enter their reproductive ages the number of women of fertile age will continue to grow. As a result,



the number of births will remain much larger than deaths and the population will continue to grow until the population pyramid becomes more even.

Developed by: Futures Institute with support from USAID | Health Policy Initiative

MEASURE Phase III, Demographic and Health Surveys (DHS)

Project Number:	936-3083.11
Agreement Type:	Contract
Agreement Number:	GP0-C-00-08-00008
Duration:	09/08 - 09/13
Geographic Scope:	Worldwide

Purpose:

The purpose of MEASURE Phase III DHS is to improve the collection, analysis and presentation of data and promote better use in planning, policymaking, managing, monitoring and evaluating population, health and nutrition programs. The project seeks to increase understanding of a wide range of health issues by improving the quality and availability of data on health status and services and enhancing the ability of local organizations to collect, analyze and disseminate such information.

Services Provided:

The MEASURE DHS contract is the USAID/GH's main source of nationally representative and cross-nationally comparable demographic and health survey data, and as such, addresses host countries' emerging needs for data to guide policies and programs. The range of surveys available under this project includes the following:

- (a) Standard national Demographic and Health Survey (DHS), which is conducted at intervals of four- to-five years.
- (b) AIDS Indicators Survey (AIS), which provides indicators used for monitoring and evaluating HIV/AIDS programs.
- (c) Malaria Indicator Survey (MIS), which collects data used for monitoring the performance of malaria programs.
- (d) Service Provision Assessment (SPA), a facility-based survey that collects data on the cost, availability, functioning and quality of various health services.

The project is able to collect biomarker data relating to a wide range of conditions, including infectious and sexually transmitted diseases, chronic illnesses such as diabetes, micronutrient deficiencies, and exposure to environmental toxins. In addition, the project conducts qualitative studies to guide survey development as well as to clarify findings from surveys.

Other activities for MEASURE DHS include:

- Developing country strategies for data collection, capacity building and for data dissemination and use.
- Providing technical assistance to local organizations to facilitate application of DHS data to program and policy development.
- Facilitating online access to archived DHS data and publications.

Means of Access: Field Support

AID/W

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Activity Director

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MEASURE Evaluation Phase III

Project Number:	936-3083.10
Agreement Type:	Leader with Associates Cooperative Agreement
Agreement Number:	GHA-A-00-08-00003
Duration:	08/08-08/13
Geographic Scope:	Worldwide

Purpose:

MEASURE Evaluation Phase III continues the MEASURE program's 10 year initiative to improve the collection, analysis and presentation of data to promote better use in planning, policymaking, managing, monitoring and evaluating of population, health and nutrition programs. The program aims to accomplish this through achieving the following six results: (1) increased user demand for data and tools; (2) increased individual and institutional capacity in monitoring and evaluation; (3) increased collaboration and coordination in obtaining and sharing health sector data; (4) improved tools, methodologies and technical guidance; (5) increased availability of data, methods and tools; and (6) increased facilitation of data use. MEASURE Evaluation Phase III is the Global Health Bureau's primary vehicle for supporting improvements in monitoring and evaluation in population, health and nutrition worldwide.

Services Provided:

The MEASURE Evaluation Phase III Leader with Associates Cooperative Agreement provides technical assistance, global leadership and training to strengthen monitoring and evaluation of host country programs across the PHN sector. It also works to strengthen routine health information systems, to build capacity in host country institutions, to develop new tools and methodologies, and to conduct evaluation research. In addition, it continues to facilitate coordination of monitoring and evaluation and routine health information system strengthening efforts. Phase III incorporates the principle of sustainability into the project's overall framework by integrating organizational development, management, and behavior change into all aspects of its technical assistance.

Presently there are country-wide MEASURE/Evaluation programs in more than 40 countries in LAC, AFR and ANE.

Means of Access: Field Support or MAARDS. Separate Associate Awards can be established with the recipient of the Leader Award and with Cognizant Technical Officer (CTO) duties carried out by the requesting USAID/Washington Bureaus or Field Missions. Please note that Associate Awards are not sub-awards, but rather new cooperative agreements.

AID/W

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EVALUATING DEMOCRACY AND GOVERNANCE EFFECTIVENESS (EDGE)

Are USAID's programs in support of democracy and good governance effective? Which programs work best, and under what circumstances? USAID's Office of Democracy and Governance (DCHA/DG) is tackling these questions through EDGE, a new initiative to promote and support impact evaluations, advance organizational learning, and provide evidence-based knowledge and guidance to missions and policymakers.

USAID has supported democratic development for twenty-five years, providing assistance to over 100 countries with a level of investment of more than \$10 billion. We currently spend over \$1 billion a year in a broad range of programs covering justice, human rights, peace and security; the development of democratic institutions in civil society, local governments, political parties, elections and legislatures; and good governance initiatives to fight corruption and improve government effectiveness and accountability. Other donors, both multilateral and bilateral, have also entered intensively into some of these fields, often in coordination with USAID. Many lessons have been learned and yet there is little evidence-based guidance on the best methods and sequencing of programs to most effectively encourage sustainable democracies and democratic practices. Given the importance of this development sector as a pillar of US foreign policy, DCHA/DG has taken the lead in pressing for better democracy evaluations and measures of effectiveness.

EDGE is a comprehensive, long-term program to measure the impact and effectiveness of various approaches to democratic development and incorporate the findings into USAID policies and programs through outreach, training, and field support. EDGE is focused on the following initiatives:

- 1. Democracy and Governance project impact evaluations.** In early 2011, DCHA/DG will begin a new initiative to collaborate with participating USAID missions to implement state-of-the-art evaluation methodologies in new DG projects. This effort will provide strong evidence and significant findings on "what works, what doesn't, and under what circumstances" in specific programming areas (e.g., independent media, legislative development) enabling the development of better DG policies and programs. The initiative builds on a pilot project that helped establish impact evaluations of DG projects in Cambodia, Dominican Republic, Peru, Ukraine and several Latin American countries in cooperation with the Merida Initiative.
- 2. Contributing to Improvement of USAID evaluations.** EDGE will promote and support the institutional change needed to enable USAID to support better evaluations and learning. At the Agency level, EDGE will work with USAID's new Learning, Evaluation and Research Office (PPL/LER) as it rolls out new evaluation guidance and procedures. The DG Office is investing in qualified methodologists and democracy experts, providing evaluation support to missions, and improving the training of DG officers in essential evaluation-related subjects.
- 3. Democracy surveys.** Public opinion surveys have become a mainstay of program design and evaluation in USAID missions, but survey quality is uneven and survey data is often underutilized. EDGE will build on previous USAID investments in democracy surveys and collaborate with DG officers in the field to improve survey quality and utilization. More frequent use of DG surveys in project impact evaluations is expected, as well as more systematic extraction and dissemination of survey findings relevant to USAID, host-country governments and citizens, and the wider development community.

4. Improving mid-level indicators of democratic change. DCHA/DG has begun an in-depth analysis and refinement of indicators of democratic change useful for field program managers and policymakers. The program will eventually draw on academic experts and involve the wider donor community to develop and make available internationally accepted indicators of key components of democracy and governance.

EDGE builds on a decade of DCHA/DG comparative studies, evaluations, international workshops, and consultation with methodological experts. Significant reports include:

- **National Academy of Sciences (NAS) (2008): “Improving Democracy Assistance: Building Knowledge Through Evaluations and Research.”** The NAS examined USAID’s DG evaluation efforts and recommended specific improvements in USAID institutional practices, the introduction of impact and mixed-method evaluations, and use of better quality surveys and other DG-related indicator data. This report has served as the foundation document for the new EDGE initiative and a touchstone for institutional reforms.

See: http://www.nap.edu/catalog.php?record_id=12164

- **Cross-national quantitative studies on DG effectiveness:** In two highly-regarded studies in 2006 and 2007, researchers examined democratic patterns in 165 countries from 1990 to 2005, and found that USAID DG assistance has a significant, positive impact on democratic development. The studies concluded that in any given year an investment of \$10 million of USAID DG funding produces a five-fold (500%) increase in the amount of democratic change over what the average country would otherwise be expected to achieve. The cross-national studies, conducted by a team of researchers from the University of Pittsburgh and Vanderbilt University, also identified hypotheses to test and provided valuable information on indicators of democratic change.

See: <http://www.pitt.edu/~politics/democracy/democracy.html>.

- **USAID DG Office (1998): “Handbook of Democracy and Governance Indicators.”** This remains a classic compendium of indicators of democratic change used in the field. Its findings will now be more systemically tested and improved through the EDGE initiative. DCHA/DG is committed to the development of good indicators that integrate USAID’s extensive field experience in measuring for results with advances in the democratic development academic literature.

See: http://pdf.usaid.gov/pdf_docs/PNACC390.pdf

For more information on these products and on EDGE, visit:

http://www.usaid.gov/our_work/democracy_and_governance/technical_areas/dg_office/evaluation.

CONTACT INFORMATION:

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USAID Democracy and Governance Assessment

The *Democracy and Governance Assessment Framework for Strategy Development* provides a framework for conducting political analysis of a country in order to define a country-appropriate strategy and programs to assist in the transition to and consolidation of democracy. As such, it identifies the core democracy and governance problem(s) in a country and provides an analysis of the allies and opponents to democratic reforms and the institutions in which those actors operate. Based on this analysis and consideration of the operational environment for USAID and the U.S. Government, the assessment produces a set of strategic and programmatic recommendations, which serve as the basis for USAID's democracy and governance strategy.

The assessment is divided into four steps:

- Step 1: An analysis of current political, and to a lesser extent economic and social, issues that characterize the country, leading to the prioritization of problems relating to the transition to or consolidation of democracy;
- Step 2: An in-depth analysis of important political actors – their interests, resources, and actions – and of the institutions in which they operate. This step identifies allies and opponents to democratic reform and determines whether key institutions are amenable to reform;
- Step 3: Consideration of the USG's and USAID's interests and resources. This step ensures that the strategic and programmatic recommendations developed in step 4 are realistic from a U.S. foreign policy standpoint and informed by the operational and programmatic environment; and
- Step 4: The development of a democracy and governance strategy that addresses the most salient obstacles to democratic development and consolidation and targets the areas where DG investments can have the most impact based on opportunities and constraints.

The strategic assessment framework was recently revised to reflect best practices learned over the last decade. Specific highlights include: a sophisticated treatment of governance; annexes to help teams conduct assessments in Conflict/Crisis and Authoritarian environments; and detailed guidance on developing strategic and programmatic recommendations. The revised framework has been piloted in five countries and is in the process of being finalized.

DCHA/DG/SAR manages DG assessments. If you are interested in conducting an assessment or have questions, please contact your DCHA/DG Regional Coordinator:

Mark Billera (Africa), Ashley Quarcoo (Africa)

David Black (Eurasia)

Jennifer Ragland (Latin American and the Caribbean)

Shannon Green (Middle East), Summer Lopez (Middle East and Asia)

Jennifer Ragland (Asia), Summer Lopez (Middle East and Asia)

Joshua Kaufman, DCHA/DG/SAR Division Chief

DEMOCRACY AND GOVERNANCE

AWARD NUMBER	VENDOR INFORMATION	BASIC DESCRIPTION	COMPLETION DATE	CONTRACTING OFFICER	TECHNICAL OFFICE
Analytical, Support and Implementation Services					
AID-OAA-I-10-00001	<u>ARD, Inc.</u> 159 Bank St., Suite 300 Burlington, VT 05401-1397 Phone: (802) 658-3890 Fax: (802) 658-4247	The purpose of this contract is to provide analytical services and support to inform the design and implementation of USAID-funded democracy and governance strategies and programs.	08/01/2016	Ryan Johnson	Shannon Green
AID-OAA-I-10-00002	<u>Management Systems International</u> 600 Water Street, S.W. Washington, D.C. 20024 Phone 202-484-7170 Fax 202-488-0754	The purpose of this contract is to provide analytical services and support to inform the design and implementation of USAID-funded democracy and governance strategies and programs.	08/01/2016	Ryan Johnson	Shannon Green
AID-OAA-I-10-00003	<u>Social Impact</u> 2200 Clarendon Boulevard, Suite 1204 Arlington, VA 22201 Phone: 703-465-1884 Fax: 703-465-1888	The purpose of this contract is to provide analytical services and support to inform the design and implementation of USAID-funded democracy and governance strategies and programs.	08/01/2016	Ryan Johnson	Shannon Green
AID-OAA-I-10-00004	<u>Democracy International</u> 4802 Montgomery Lane Bethesda, MD 20814 Phone: 301-961-1660 Fax: 301-961-6605	The purpose of this contract is to provide analytical services and support to inform the design and implementation of USAID-funded democracy and governance strategies and programs.	08/01/2016	Ryan Johnson	Shannon Green
AID-OAA-I-10-00005	<u>International Resources Group</u> 1211 Connecticut Avenue, NW, Suite 700 Washington, DC 20036 Phone: 202-289-0100 Fax: 202-289-7601	The purpose of this contract is to provide analytical services and support to inform the design and implementation of USAID-funded democracy and governance strategies and programs.	08/01/2016	Ryan Johnson	Shannon Green



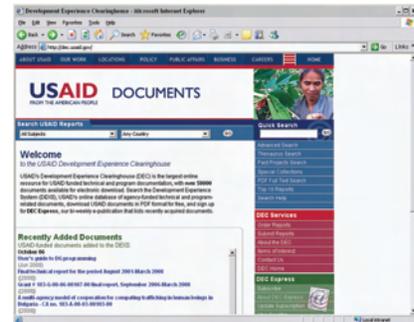
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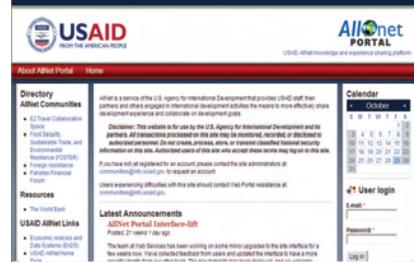
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